ORDER FOR SUPPLIES AND SERVICES	**IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution**	PAGE 1 OF 1 PAGE(S)

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
09/24/2018	47QFPA18F0078	GS09Q16BHD0002	A21911518

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*	8. TYPE OF ORDER	REFERENCE YOUR
Therese Pena NORTHROP GRUMMAN SYSTEMS CORPORATION 2340 Dulles Corner Blvd Herndon, VA 20171-3400 United States (703) 205-3100	B. DELIVERY Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated. This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract. C. MODIFICATION NO. P00000 TYPE OF MODIFICATION:	AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER	9B. CHECK, IF APPROP WITHHOLD 20%	Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.
(b) (4) [redacted]		

10A. CLASSIFICATION	10B. TYPE OF BUSINESS ORGANIZATION
Contracts and Grants	C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*	12. REMITTANCE ADDRESS *(MANDATORY)*	13. SHIP TO*(Consignee address, zip code and telephone no.)*
GSA Region 09 Rebecca A Longo 333 W Broadway Suite 950 SAN DIEGO, CA 92101-0000 United States (619) 557-5118	NORTHROP GRUMMAN SYSTEMS CORPORATION P.O. BOX 88830 CHICAGO,IL 60695-1830 United States	David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States 831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE	15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States	Dora L. Gayden GSA Region 09 9988 Hibert Street, Suite 204 San Diego, CA 92131-0000 United States (619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE 09/23/2019	19. PAYMENT/DISCOUNT TERMS
Destination			NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09180130

2. Task Order 12: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for Prevention, Assistance and Response (PAR) Capabilities Project. Northrup Grumman's revised technical and price quotations dated September 14, 2018 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).
This Task Order is Firm Fixed Price Labor (0001) and Cost Reimbursable Other Direct Costs (0002) and Cost Reimbursable Travel (0003). FFP Labor CLIN will be billed in equal monthly installments, ODCs and Travel will be billed monthly, as incurred.

3. Period of Performance: 9/24/2018-9/23/2019

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: (b) (4) [redacted]
Funded

CLIN 0002: Other Direct Costs
CLIN Type: Cost
Total Amount: NTE Ceiling (b) (4) [redacted]
Incrementally Funded (All ODC requests require prior proper approvals)

CLIN 0003: Travel
CLIN Type: Cost
Total Amount: NTE Ceiling (b) (4) [redacted]
Funded (All travel requires prior proper approvals)

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up

documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	ODCs	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0003	Travel	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$1,062,745.00**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/24/2018

GENERAL SERVICES ADMINISTRATION | **1. PAYING OFFICE** | **GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09180130 - OUSD(I) PAR Project
Task Order 12
Request for Proposal

Date: 08/21/2018

Response Request by: NLT 9/11/2018

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: OUSD(I) PAR Project - ID09180130

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of OUSD(I) PAR Project.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start in no later than September 27, 2018.

TASK ORDER TYPE
The task order shall be firm-fixed price for all tasks and a reimbursable other direct costs and travel COST CLINs.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and

identification of the skill descriptions of the personnel necessary to perform the task

(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.

(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.

(7) Any subcontracting or consultants required.

(8) Task cost or price proposal in accordance with the requirements of the PWS.

(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor’s proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor’s proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed ceiling for other direct costs in the amount of $30,000; and, travel in the amount of $207,200 is established for the 12 month base period.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by 8/28/18 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

PERFORMANCE WORK STATEMENT
OUSD(I) PAR Project
TASK ORDER 12
ID09180130

Prevention, Assistance, and Response (PAR) Capabilities Project

The Defense Personnel and Security Research Center (PERSEREC), Office of People Analytics (OPA), requires research assistance with a project identified by the DoD Insider Threat Program Director, Office of the Under Secretary of Defense for Intelligence (OUSD[I]), as critical to the counter-insider threat mission.

Project Background

The February 2, 2017 Deputy Secretary of Defense Memorandum titled, "Final Implementation Actions of Fort Hood Recommendations: Managing Risk of Potentially Violent Behavior through Prevention, Assistance, and Response (PAR) Capabilities" (hereinafter, "Memorandum") established policy, prescribed procedures, and assigned responsibilities for implementing PAR capabilities. PAR capabilities are intended to provide installation-level commanders and civilian leaders with options to address personnel who are at risk of violent behavior, regardless of whether or not these individuals hold a sensitive position or have been granted eligibility for access to classified information.

Project Description

This project is a follow-on to efforts by the Antiterrorism Protection (AT/P) and Workplace Violence Working Groups to identify and expand PAR knowledge and capabilities to DoD Components. For this project, the contracting team will complete five sub-tasks.

Sub-Task 1: Literature Review

For this sub-task, the contracting team will conduct an extensive literature review of prior reports, assessments and known best practices associated with requirements listed in the Memorandum. This review will include, but not be limited to, government, academic, and private sector reports. The contracting team will save all reviewed documents to an electronic shared folder accessible to the Project Director (PD). To enable this literature review, the contracting team will arrange and acquire a subscription to at least one online database of peer-reviewed journals.

This sub-task will result in a list of empirically-based stepwise PAR implementation instructions. The DoD Insider Threat Program has identified the Pacific Northwest National Laboratory's (PNNL) Insider Threat Cybersecurity Framework Webtool as a potential model on which to base this document, although it may take the form of a spreadsheet, process map, or other output recommended by the contracting team and approved by the PD.

Sub-Task 2: Installation Needs Assessment

For this sub-task, the contracting team will select a representative sample of 25 DoD installations based on criteria approved by the PD. The contracting team will identify subject matter experts (SME) at each of the 25 installations who are or will likely be responsible for implementing PAR capabilities.

The contracting team will conduct a needs assessment for each of the 25 installations to determine each installation's unique strengths and weaknesses with regard to the essential PAR capabilities and required resources, with special attention to how DoD could provide enterprise-wide reach-back capabilities to fill in any gaps. These assessments also will include an analysis of how each installation intends to identify PAR functional experts, synchronize risk management efforts, and implement and monitor risk decisions. The contracting team will schedule the needs assessments, write the assessment protocol(s), and produce notes. Upon request from the contracting team, the PD will assist with recruitment and scheduling efforts for the needs assessments.

Sub-Task 3: Program Review

DoD seeks to create a flexible, adaptable PAR enterprise-wide reach-back capability for its installations around the world in line with the needs identified in Sub-Task 2. The DoD Insider Threat Program has identified the FBI's Behavioral Analysis Unit (BAU) as a potential model on which to base this capability.

For this sub-task, the contracting team will conduct a review of the FBI BAU to include an analysis of the FBI BAU's structural, staffing, position descriptions, experience, outreach, customer-capability scalability, case load, success metrics, training, importance of location, services and processes for engagement at distance to customer, and legal requirements that enable its success. In addition to the review, best practices should be highlighted and courses of action presented for DoD's consideration should it pursue reach-back capability in a similar fashion.

The contracting team will organize and execute this review, to include any meeting agenda(s), meeting invitation(s), and meeting note(s). Upon request from the contracting team, the PD will assist with professional introductions and scheduling efforts for this program review.

Sub-Task 4: Scenario-Based Exercises

The contracting team will select 2 installations from the original sample of 25 based on a convenience sample. The contracting team will work with representatives from the installations to establish necessary PAR capabilities, to include any threat management and/or behavioral analysis reach-back capability. Upon establishment, the contracting team will then conduct scenario-based exercises intended to highlight: PAR capabilities and shortcomings; reachback capabilities and integration of the two; and potential linkages into the Insider Threat processes and systems for Components and DITMAC. The contracting team will develop the scenarios, schedule the exercises, facilitate the exercises, and provide notes from each exercise.

Sub-Task 5: Final Report

The results of the Sub-Tasks 2, 3, and 4 may be combined and presented in a comprehensive final report marked as Unclassified//For Official Use Only (FOUO). The contracting team is responsible for writing all sections of the report. Upon approval of the PD, the results of Sub-Tasks 2, 3, and 4 may be submitted as separate final reports. The reports will include proposals for location of reachback capability to PD for approval.

Project Initiation and Maintenance

Prior to the period of performance, the PD will secure the necessary approvals for this project (i.e., Exemption Request). The project will kick off with a team meeting co-led by the contracting team leader and the PD. This meeting will be attended by all project personnel, to include at least one representative from the contracting team’s management staff. The purpose of this meeting is to discuss the goals of the project, the timeline, required outputs, and the division of labor between the contracting team and PD. The results of this discussion will be documented in a detailed project schedule due to the PD within one month of contract award.

During the kick-off meeting, the team also will agree on a schedule of meetings and a communications plan. Regardless of meeting plans, the contracting team will submit brief weekly updates to the PD that include the project status and any action items. The PD will provide a template for these weekly updates. The contracting team leader or his/her designee also will provide quarterly, in-person briefings to PERSEREC and OUSD(I). The contracting team leader or his/her designee will be responsible for any and all presentation slides and/or hand-outs.

Deliverables

The table below lists the project deliverables.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of contract award
Deliverable 2: Project Schedule	Within 1 month of contract award
Deliverable 3: In-person OUSD(I) Briefings	Quarterly
Deliverable 4: Final Report(s)	Within 12 months of contract award

Personnel

The contracting team will assign one team leader to oversee all Subtasks and interface with the PD. This contracting team leader will be located in Seaside, California, and must have a history of successfully managing complex projects with multiple work streams.

The contracting team that conducts the needs assessments, program review, and/or the scenario-based exercises must collectively possess the following qualifications:

- A nationally recognized certification as a Threat Assessment Professional focused on managing risk from potentially violent behavior, or equivalent experience;
- Doctor of Philosophy (PhD) in Psychology or Doctor of Psychology (PsyD), with a clinical and/or forensic background, minimum of ten (10) years' experience in the field of clinical and/or forensic psychology;
- Forensic background preferable with experience in one (1) or more of the following areas: threat assessments; support to counterintelligence operations, eligibility and access determinations for classified and/or sensitive information support to workplace violence prevention;
- Licensed in any of the 50 States or territories and optional Diplomate, American Board of Professional Psychology in either Clinical Forensic or Police and Public Safety.
- Experience providing support and expertise to a local, state or federal threat management unit or team focused on assessing and managing the risk of violent behavior;
- Demonstrated ability and experience in identifying data required for quantitatively and qualitatively evaluating program effectiveness;
- Demonstrated experience in providing military or civilian leaders with risk assessment advice and counsel, and presenting those findings in both written and verbal formats; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Period of Performance

The period of performance is 12 months from the date of contract award.

Contractor Travel

The following travel has been identified for this effort but is subject to change:

Number of trips	*Duration*	*Number of People*	*Location*	*Purpose*
3	3 days	2	NCR	FBI Program Review
25	2-3 days	2	DoD Installations	Needs Assessments
2	1-3 days	3	DoD Installations	Scenario-Based Exercises
4	1-2 days	3	NCR	Quarterly Reviews

GS09Q16BHD0002 – ID09180130 - OUSD(I) PAR Project
Task Order 12
Request for Proposal
Amendment 1

Date: 09/07/2018

Response Request by: NLT 9/14/2018

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: ID09180130 - TO 12 Request for Proposal - Amendment 1

Project Title: OUSD(I) PAR Project - ID09180130

Ref: Contract GS09Q16BHD0002

The purpose of this amendment is as follows:

1. Extend the close date from September 11, 2018 to September 14, 2018.
2. Provide revised PWS reflecting the downscope of 25 installations to 10 installations.
3. The travel NTE amount is reduced from $207,200 to $123,200 NTE.

Attached is the revised PWS.

Please contact me if you have any questions.

Respectfully,

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

PERFORMANCE WORK STATEMENT
OUSD(I) PAR Project
TASK ORDER 12
ID09180130
Revision 1

Prevention, Assistance, and Response (PAR) Capabilities Project

The Defense Personnel and Security Research Center (PERSEREC), Office of People Analytics (OPA), requires research assistance with a project identified by the DoD Insider Threat Program Director, Office of the Under Secretary of Defense for Intelligence (OUSD[I]), as critical to the counter-insider threat mission.

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Project Description

This project is a follow-on to efforts by the Antiterrorism Protection (AT/P) and Workplace Violence Working Groups to identify and expand PAR knowledge and capabilities to DoD Components. For this project, the contracting team will complete five sub-tasks.

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For this sub-task, the contracting team will conduct an extensive literature review of prior reports, assessments and known best practices associated with requirements listed in the Memorandum. This review will include, but not be limited to, government, academic, and private sector reports. The contracting team will save all reviewed documents to an electronic shared folder accessible to the Project Director (PD). To enable this literature review, the contracting team will arrange and acquire a subscription to at least one online database of peer-reviewed journals.

This sub-task will result in a list of empirically-based stepwise PAR implementation instructions. The DoD Insider Threat Program has identified the Pacific Northwest National Laboratory's (PNNL) Insider Threat Cybersecurity Framework Webtool as a potential model on which to base this document, although it may take the form of a spreadsheet, process map, or other output recommended by the contracting team and approved by the PD.

Sub-Task 2: Installation Needs Assessment

For this sub-task, the contracting team will select a ~~representative~~ sample of ~~25~~ 10 DoD installations based on criteria approved by the PD. The contracting team will identify subject matter experts (SME) at each of the ~~25~~ 10 installations who are or will likely be responsible for implementing PAR capabilities.

The contracting team will conduct a needs assessment for each of the ~~25~~ 10 installations to determine each installation's unique strengths and weaknesses with regard to the essential PAR capabilities and required resources, with special attention to how DoD could provide enterprise-wide reach-back capabilities to fill in any gaps. These assessments also will include an analysis of how each installation intends to identify PAR functional experts, synchronize risk management efforts, and implement and monitor risk decisions. The contracting team will schedule the needs assessments, write the assessment protocol(s), and produce notes. Upon request from the contracting team, the PD will assist with recruitment and scheduling efforts for the needs assessments.

Sub-Task 3: Program Review

DoD seeks to create a flexible, adaptable PAR enterprise-wide reach-back capability for its installations around the world in line with the needs identified in Sub-Task 2. The DoD Insider Threat Program has identified the FBI's Behavioral Analysis Unit (BAU) as a potential model on which to base this capability.

For this sub-task, the contracting team will conduct a review of the FBI BAU to include an analysis of the FBI BAU's structural, staffing, position descriptions, experience, outreach, customer-capability scalability, case load, success metrics, training, importance of location, services and processes for engagement at distance to customer, and legal requirements that enable its success. In addition to the review, best practices should be highlighted and courses of action presented for DoD's consideration should it pursue reach-back capability in a similar fashion.

The contracting team will organize and execute this review, to include any meeting agenda(s), meeting invitation(s), and meeting note(s). Upon request from the contracting team, the PD will assist with professional introductions and scheduling efforts for this program review.

Sub-Task 4: Scenario-Based Exercises

The contracting team will select 2 installations from the original sample of ~~25~~ 10 based on a convenience sample. The contracting team will work with representatives from the installations to establish necessary PAR capabilities, to include any threat management and/or behavioral analysis reach-back capability. Upon establishment, the contracting team will then conduct scenario-based exercises intended to highlight: PAR capabilities and shortcomings; reachback capabilities and integration of the two; and potential linkages into the Insider Threat processes and systems for Components and DITMAC. The contracting team will develop the scenarios, schedule the exercises, facilitate the exercises, and provide notes from each exercise.

Sub-Task 5: Final Report

The results of the Sub-Tasks 2, 3, and 4 may be combined and presented in a comprehensive final report marked as Unclassified//For Official Use Only (FOUO). The contracting team is responsible for writing all sections of the report. Upon approval of the PD, the results of Sub-Tasks 2, 3, and 4 may be submitted as separate final reports. The reports will include proposals for location of reachback capability to PD for approval.

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Deliverable 4: Final Report(s)	Within 12 months of contract award

Personnel

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The contracting team that conducts the needs assessments, program review, and/or the scenario-based exercises must collectively possess the following qualifications:

- A nationally recognized certification as a Threat Assessment Professional focused on managing risk from potentially violent behavior, or equivalent experience;
- Doctor of Philosophy (PhD) in Psychology or Doctor of Psychology (PsyD), with a clinical and/or forensic background, minimum of ten (10) years' experience in the field of clinical and/or forensic psychology;
- Forensic background preferable with experience in one (1) or more of the following areas: threat assessments; support to counterintelligence operations, eligibility and access determinations for classified and/or sensitive information support to workplace violence prevention;
- Licensed in any of the 50 States or territories and optional Diplomate, American Board of Professional Psychology in either Clinical Forensic or Police and Public Safety.
- Experience providing support and expertise to a local, state or federal threat management unit or team focused on assessing and managing the risk of violent behavior;
- Demonstrated ability and experience in identifying data required for quantitatively and qualitatively evaluating program effectiveness;
- Demonstrated experience in providing military or civilian leaders with risk assessment advice and counsel, and presenting those findings in both written and verbal formats; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Period of Performance

The period of performance is 12 months from the date of contract award.

Contractor Travel

The following travel has been identified for this effort but is subject to change:

Number of trips	*Duration*	*Number of People*	*Location*	*Purpose*
3	3 days	2	NCR	FBI Program Review
~~25~~10	2-3 days	2	DoD Installations	Needs Assessments
2	1-3 days	3	DoD Installations	Scenario-Based Exercises
4	1-2 days	3	NCR	Quarterly Reviews

<table>
<tr><td colspan="3">ORDER FOR SUPPLIES AND SERVICES</td><td colspan="2">IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution</td><td colspan="2">PAGE 1 OF 1 PAGE(S)</td></tr>
<tr><td colspan="2">1. DATE OF ORDER
09/26/2018</td><td colspan="2">2. ORDER NUMBER
47QFPA18F0087</td><td>3. CONTRACT NUMBER
GS09Q16BHD0002</td><td colspan="2">4. ACT NUMBER
A21916241</td></tr>
<tr><td rowspan="4">FOR GOVERNMENT USE ONLY</td><td colspan="4">5. ACCOUNTING CLASSIFICATION</td><td colspan="3">6. FINANCE DIVISION</td></tr>
<tr><td>FUND
285F</td><td>ORG CODE
Q09FA000</td><td>B/A CODE
AA20</td><td>O/C CODE
25</td><td>AC</td><td>SS</td><td>VENDOR NAME</td></tr>
<tr><td>FUNC CODE
AF151</td><td>C/E CODE
H08</td><td>PROJ./PROS. NO.</td><td>CC-A</td><td>MDL</td><td>FI</td><td>G/L DEBT</td></tr>
<tr><td>W/ITEM</td><td>CC-B</td><td colspan="2">PRT./CRFT</td><td>AI</td><td>LC</td><td>DISCOUNT</td></tr>
<tr><td colspan="4" rowspan="4">7. TO: CONTRACTOR (Name, address and zip code)
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
2340 Dulles Corner Blvd
Herndon, VA 20171-3400
United States
(703) 205-3100</td><td colspan="2">8. TYPE OF ORDER
B. DELIVERY</td><td>REFERENCE YOUR</td></tr>
<tr><td colspan="3">Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.</td></tr>
<tr><td colspan="3">This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.</td></tr>
<tr><td colspan="2">C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:</td><td>AUTHORITY FOR ISSUING</td></tr>
<tr><td colspan="2">9A. EMPLOYER'S IDENTIFICATION NUMBER
[redacted]</td><td colspan="2">9B. CHECK, IF APPROP WITHHOLD 20%</td><td colspan="3">Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.</td></tr>
<tr><td colspan="4">10A. CLASSIFICATION
Contracts and Grants</td><td colspan="3">10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation</td></tr>
<tr><td colspan="2">11. ISSUING OFFICE (Address, zip code, and telephone no.)
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118</td><td colspan="2">12. REMITTANCE ADDRESS (MANDATORY)
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO,IL 60695-1830
United States</td><td colspan="3">13. SHIP TO(Consignee address, zip code and telephone no.)
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States
831-583-2851</td></tr>
<tr><td colspan="4">14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States</td><td colspan="3">15. REQUISITION OFFICE (Name, symbol and telephone no.)
Dora L. Gayden
GSA Region 09
9988 Hibert Street, Suite 204
San Diego, CA 92131-0000
United States
(619) 696-2864</td></tr>
<tr><td colspan="2">16. F.O.B. POINT
Destination</td><td colspan="2">17. GOVERNMENT B/L NO.</td><td>18. DELIVERY F.O.B. POINT ON OR BEFORE 09/25/2019</td><td colspan="2">19. PAYMENT/DISCOUNT TERMS
NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS</td></tr>
</table>

20. SCHEDULE

1. Client Order ID (COI): ID09180129

2. Task Order 10: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for PAC Research . Northrup Grumman's revised technical and price quotations dated September 21, 2018 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).
This Task Order is Firm Fixed Price Labor (0001) and Time and Material Labor (0002) Cost Reimbursable Other Direct Costs (0003) and Cost Reimbursable Travel (0004). FFP Labor CLIN will be billed in equal monthly installments, ODCs and Travel will be billed monthly, as incurred.

3. Period of Performance: 9/27/2018-9/26/2019

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount:[redacted]
Funded

CLIN 0002: Other Direct Costs
CLIN Type: Cost
Total Amount: NTE Ceiling[redacted]
Funded (All ODCs require prior proper approvals)

CLIN 0003: Travel
CLIN Type: Cost
Total Amount: NTE Ceiling[redacted]
Funded (All travel requires prior proper approvals)

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up

documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	ODC's	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0003	Travel	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$965,820.00**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/26/2018

GENERAL SERVICES ADMINISTRATION | **1. PAYING OFFICE** | **GSA** FORM **300** (REV. 2-93)

Date: 08/20/2018

Response Request by: NLT 9/10/2018

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: PAC Research - ID09180129

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of PAC Research.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start in no later than September 27, 2018.

TASK ORDER TYPE
The task order shall be firm-fixed price for all tasks and a reimbursable travel and other direct costs COST CLINs.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and

identification of the skill descriptions of the personnel necessary to perform the task

(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.

(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.

(7) Any subcontracting or consultants required.

(8) Task cost or price proposal in accordance with the requirements of the PWS.

(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed ceiling for travel in the amount of $14,000 is established for the 12 month base period. A not to exceed ceiling for other direct costs in the amount of $1,000 is established for the 12 month base period.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are

excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by 8/27/18 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

PERFORMANCE WORK STATEMENT
PAC Research
TASK ORDER 10
ID09180103

Task Order 10 – PAC Research

Task 1. eAdjudication: Business Rule Development, Testing, and Validation (PAC R&I)

The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires research assistance for its eAdjudication line of research. PERSEREC has demonstrated that, for cases consisting entirely of records checks and containing no derogatory information, it is possible to establish business rules to support automated adjudication determinations. The Department of Defense (DoD) Consolidated Adjudication Facility (CAF) has successfully used eAdjudication business rules developed by PERSEREC to electronically adjudicate National Agency Check with Local Agency and Credit Check (NACLC) investigations since 2010 and Tier 3 and Tier 3 reinvestigations since the beginning of fiscal year 2017.

For this effort, PERSEREC requires assistance to: (1) identify and test changes to Tier 3 business rules to increase percentage of cases that pass eAdjudication, (2) update the test environment to match the current production environment, (3) identify and test changes to Tier 1 business rules to increase percentage of cases that pass eAdjudication, (4) test and validate business for interim secret eAdjudication, and (5) prepare final documentation of efforts.

Project Initiation and Maintenance

The project shall kick-off with an initial team meeting led by the contracting team leader and attended by all project personnel, to include the government project director. The purpose of this meeting is to outline the project goals, timeline, products, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of project products and deliverables. During the kick-off meeting the team shall also agree on a schedule of meetings with the government project director. Regardless of meeting plans, contract staff shall submit brief weekly updates to the government project director on current project status and necessary action items. During the first month of the project, contract staff shall also establish access to the case files (i.e., those used during the previous year's work) and ensure availability of network resources (e.g., VDI access to network, etc.).

Subtask 1: Identify and Test Changes to Tier 3 rules

As a follow-on to the prior year work, contract staff shall explore additional changes to Tier 3 business rules to improve eAdjudication pass rates. This will require analyzing case failures to identify sources of failures and reviewing business rule language and XML to identify possible changes to reduce or eliminate the cause of the failure. Additional tasks include testing the changes using subsets of available case files as well as running the final recommended rule changes against the entirety of the available case files. If possible, this work will be performed in the updated test environment. If there is a delay in receiving the code for the new test environment, initial testing will begin in the test environment used in previous work.

The products prepared by contractor staff for this subtask shall consist of documentation of rules changes both in XML format and in business rule document format. The documentation for the first set of proposed rule changes shall be completed five months from project start. The documentation for the second set of proposed rule changes shall be completed 10 months from project start.

Subtask 2: Update Test Environment

The Defense Manpower Data Center Defense Information System for Security (DMDC DISS) has committed to providing an updated test environment. Once the test environment is provided, contract staff shall incorporate it into the testing process.

Subtask 3: Identify and Test Changes to Tier 1 rules

Contract staff shall explore potential changes to Tier 1 business rules to improve eAdjudication pass rates. This work shall begin with an evaluations of Tier 3 business rule changes for application to the Tier 1 business rules. It will also require analysis of case failures to identify reasons for failures and review of business rule language and XML to identify possible changes to reduce or eliminate the cause of the failure. Additional tasks include testing the changes using subsets of available case files as well as running the final recommended rule changes against the entirety of the available case files.

The products prepared by contractor staff for this subtask shall consist of documentation of rules changes both in XML format and in business rule document format. The documentation for the proposed rule changes shall be completed 10 months from project start.

Subtask 4: Test and Validate eInterim Rules

Modifying the XML and running the validation tests will be performed by DMDC/DISS and they will provide data for analysis by PERSEREC contract staff. The data consists of the results of the audit run of the rules to include eAdjudication outcome, data on each case that failed as well as the human adjudication results for the cases, and may also include the reports of investigation to allow staff to review cases that failed in order to better understand the reasons for failure.

The analysis shall require documenting the number of failures for each rule (quantitative analysis) and the specific result that led to each failure (qualitative analysis). In addition, inconsistencies between eAdjudication results and conventional adjudication (e.g., cases that failed eAdjudication but were approved by an adjudicator, cases that passed eAdjudication but were not approved by an adjudicator) shall be analyzed to determine necessary rule modifications for improving agreement between eAdjudication and conventional adjudication results. The number of rounds of analysis will depend on how extensive the required changes are. The number of cycles should be minimized, but it may be necessary to analyze as many as three to five rounds of data.

The product prepared by contractor staff for this subtask shall consist of documentation of the results of testing and validation.

Subtask 5: Final Report and Briefing Slides

Contract staff shall prepare drafts of reports and briefing slides and assist with preparation of final versions. The report shall document the work of the previous project tasks, provide background information, and the results of project tasks. The overarching deliverable for this research is a consolidated report describing the main research questions, employed methodologies, findings, and corresponding recommendations. Report development should be initiated as early as possible in the project course to ensure delivery of a high quality product. Contract staff shall have primary responsibility for the Methods and Results sections. The content of the Introduction should be determined based on discussions with the government project director. With regard to the Discussion and Recommendations, the government project director will take primary responsibility, but contract staff should provide initial input. Contract staff shall also prepare a set of slides providing a high-level summary of the study that is suitable for briefing stakeholders.

Deliverables

The table below depicts the high-level project tasks and deliverable anticipated for this project. All documents produced for this research initiative shall be formatted and edited, by contract staff, to meet PERSEREC requirements, to include information provided in the PERSEREC style guide.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule	1 month after start of POP
Deliverable 2: Final report w/ peer reviewed revisions	2 weeks before end of POP
Deliverable 3: Slide deck	1 week before end of POP

Personnel

Contract staff must have experience successfully analyzing both qualitative and quantitative data. Individuals should be knowledgeable about the personnel security, suitability, and credentialing processes to include knowledge of background investigation and adjudication procedures. Strongly prefer that staff have prior experience with business rule development, preferably in the area of eAdjudication or otherwise related to employment suitability or personnel security. Staff should also include individuals with programming experience (e.g., Java) and experience with natural language processing tools. Much of the data consists of the results of background investigations; staff working with this data must have Top Secret eligibility.

Please include your labor/skill mix in your technical proposal (labor category and projected hours).

Period of Performance

Work must be completed within 12 months of contract award.

Task 2. Standardizing Social Media Checks to Ensure Reciprocity across Federal Agencies

The integration of publicly available social media information into the personnel security process presents new challenges. As Federal agencies begin to integrate this information into the personnel security process the breadth and validity of the results will vary depending on the search and collection processes, and measures for identity resolution (e.g., does the information pertain to the subject of interest). Inconsistent approaches to conducting social media checks could hamper reciprocity and/or lead to costly and duplicative, but broader scoped, social media checks. This study proposes to build upon the work that is currently being conducted by PERSEREC (social media business rules) by developing minimum standards for conducting social media searches to help promote reciprocity between government agencies.

PERSEREC requires the following administrative and analytic support:

(1) Literature review and meta-analysis of previous social media research
(2) Subject matter experts interviews
(3) Assessment of the utility and feasibility of incorporating candor analysis into the social media analytic process

Project Initiation and Maintenance

The project shall kick-off with an initial team meeting led by the contracting team leader and attended by all project personnel to include the government project director. The purpose of this meeting is to outline the project goals, timeline, documents, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule within one month of the start of the project. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of project documents and deliverables. During the kick-off meeting, the team shall also agree on a schedule of meetings with the government project director. Regardless of meeting plans, contract staff shall submit brief weekly updates to the government project director on current project status and necessary action items.

Subtask 1. Literature review & Meta-analysis

(1) Conduct a literature review of previous government and academic social media research on productivity of search approaches (e.g., open-web versus site-specific searches), types of search processes – 1 time versus iterative – and other best practices.
    a. Productivity refers to the availability of publicly available information with a nexus to the adjudicative guidelines. It may also refer to the availability of publicly available information with the ability to confirm or refute information provided on the Standard Form 86 (SF-86) {e.g., educational history on LinkedIn).

The final document for this sub-task shall be a literature review with reference section.

Subtask 2. SME Interviews

(1) Prepare interview guide(s) for SME meetings/interviews with case managers, background investigators and adjudicators.

(2) Conduct subject matter expert (SME) interviews with social media data providers, government agencies currently conducting social media checks, Navy Post-Graduate School's CORE Lab, and other technology experts to identify most effective search processes (e.g., one-time versus iterative; exhaustive use of PII or limited use).

   a. Coordinating, participating, and attending up to 15 SME meetings in person or by teleconference. The meeting invite or agenda should include basic background information about the SMEs (name, title, affiliation/agency, and, as needed, other information that may impact the discussion)

   b. Preparing interview notes and submitting notes back to SMEs (notes need not exceed 2-3 pages and should be returned to SMEs for review and agreement within 7-10 business days);

   c. Consolidating SME input into a final version for internal reference and incorporation into the final report. This is to include documentation of key themes to be incorporated as part of project results.

The final document for this sub-task shall be a consolidation of all interview guide(s) and final meeting notes to include actionable conclusions and supporting documents based on SME feedback. This document shall inform the development of the Method and Result report sections pertinent to this subtask.

Subtask 3. Identify Appropriate and Legal Social Media Information Collection Approach

(1) Review and summarize (1 page or less) Federal government policies to include the Privacy Act of 1974 and Security Executive Agent Directive 5, and any other relevant publications
(2) Conduct SME interviews with Federal government legal and privacy experts to determine:
   a. redaction requirements (e.g., third-party PII),
   b. a process for evidence collection/reporting when social media searches produce information suggesting criminal activity (e.g., child pornography)
   c. a process for evidence collection/reporting when social media searches produce information suggesting a threat to one's health or safety.
   d. Other legal and privacy issues not already addressed

The final document for this sub-task shall be a process map, developed with the information gleaned from literature review and all SME interviews, illustrating how the searches should be conducted, the information collected (e.g.,links or screenshots), and any other pertinent information.

Subtask 4. Candor Analysis

(1) Leverage existing data coded for the Social Media Business Rules project to determine if candor analysis is an effective and cost-efficient approach for assessing accuracy of information entered into e-QIP (e.g., comparison of online information, such as education, employment and drug use against information entered into e-QIP).

a. Compare 50 social media reports to the subjects Reports of Investigation. PERSEREC will request ROI information from DoD's Continuous Evaluation program manager. SF-86-related Information will be coded and compared to access accuracy and reliability within and across websites, recognizing that there may be multiple and accurate responses for such things as education and employment history, etc.
b. In the event that ROIs are not available, 100 social media reports will be reviewed and coded based on availability of information that typically appears on the SF-86 and consistency of how that information presents itself within and across websites (e.g., Subject #1's first name: Robert vs. Bob vs. Trevor), recognizing that there may be multiple and accurate responses for such things as education and employment history, etc.

The final document for this sub-task shall be a summary of the value-added with this additional layer of analytics, to include empirical evidence to support this summary.

Deliverables

The table below depicts the high-level project tasks and deliverables anticipated for this project. All documents produced for this research initiative shall be formatted and edited by contract staff to meet PERSEREC requirements.

All written deliverables must conform to PERSEREC standards for formatting and organization. Written products must be edited for good grammar, punctuation, and spelling. The writing should be clear, concise, and readily understood by non-technical readers.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule to include estimated dates for all subtask documents	11 months before end of POP
Deliverable 2: Final report w/ peer reviewed revisions	2 weeks before end of POP
Deliverable 3: Slide deck (not to exceed 15 slides)	1 week before end of POP

Personnel

Contract staff will preferably include one or more individuals with extensive knowledge of social media information and DoD's personnel security program. At least one contractor or personnel security consultant must have previous experience operationalizing social media information in a Federal government personnel security program. Please include your labor/skill mix in your technical proposal (labor category and projected hours).

All contractor personnel (except the administrative support staff) shall

(1) have excellent verbal and written communication skills;
(2) have experience successfully analyzing both qualitative data; and
(3) be adept in principles of project management.

Contractor Travel

Contractor costs for Government authorized travel are included in this contract. All travel shall be in accordance with FAR 31.205-46 and applicable travel regulations (Joint, Federal or Standardized). Pre-approval by the COR must be obtained prior to travel. Contractor payment claims shall include applicable documentation to support actual costs incurred (e.g. airfare and hotel/lodging receipts) as well as any receipts valued at or above $75.00. Failure to provide appropriate documentation may result in loss of reimbursement of travel expenses.

The following travel has been identified for this effort but may be subject to change:

Deliverable	***Number of trips***	***Duration***	***Location***	***Purpose***
2	4	5 days	National Capital Region	Stakeholder and SME interviews

Cybersecurity

(1) Contractor personnel with access to DoD systems and personally identifiable information must be properly vetted at the IT2 level.

Period of Performance

The period of performance is 12 months.

Place of Performance

It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

Task 3. eInterviews: Rethinking the Application of Physical Investigative Resources in the Background Investigation

The tripling of the security clearance investigation backlog has highlighted the need to identify more timely and productive means of conducting background investigations. The current investigative process is inefficient, lengthy and expensive and undermines the Government's ability to put qualified personnel to work in cleared positions. There is a need to completely reform the vetting process to rely upon more efficient and productive sources of information and reduce reliance on manual checks and inefficient interviews.

The SF-86 questionnaire is one of the most productive sources of the background investigation (Chandler et al, 2016). However, research has shown that there are multiple areas in which the SF-86 could be improved to reduce errors, and increase the amount of adjudicatively relevant information (Vargheese et al, forthcoming). This effort will measure the extent to which an expanded SF-86 and the use of front-loaded automated records checks can be relied upon to provide information found in traditional subject interviews and record checks, thus reducing the number of human interviews and associated costs and delays without compromising the thoroughness of the reviewed information.

PERSEREC requires assistance to: (1) Prepare a straw man version of the questionnaire to collect additional details of derogatory as well as mitigating financial/credit-related information; (2) Obtain feedback on the strawman questions from SMEs (3) Identify a sample of individuals scheduled to complete the SF-86 as part of the background process; (4) Provide copies of the subject's credit report and administer the expanded SF-86 to applicants in the sample prior to initiating the SF-86; (5) Collect responses from the applicants and obtain adjudicator feedback on those responses (6) Assess adjudicative sufficiency of the expanded SF-86 responses (7) Assess the level of effort required to adjudicate issues found on the credit report based upon the adjudicator feedback (8) Provide recommendations for use of expanded SF-86 questions and front-loaded credit checks.

Subtask 1. Project Initiation and Maintenance

The project shall begin with an initial team meeting led by the contracting project manager and attended by all project personnel, to include the government project director. Discussion during the meeting will establish project goals, timeline, and deliverables for government review and acceptance. In addition, the meeting will determine a schedule for periodic project meetings. Regardless of meeting schedules, contract staff shall submit brief weekly updates with the current project status and action items and monthly senior management reports (SMR).

Contractor staff shall work with the government project director to develop a research plan. At a minimum, the research plan shall describe the objectives of the project, the associated research questions to be addressed, required data sources and analytic methods that will be used to address each research question, the data quality assurance approach to be used, and dates for deliverables.

Subtask 2. Develop Questionnaire and Instructions

Contract staff shall work with the Government lead to revise and format a set of instructions suitable for distribution to filers on how to review their credit report for discrepancies and reportable security-relevant information. The package will also include instructions and an expanded set of security questions regarding any discrepancies or financial information identified on the credit report. The content of these instructions and questions are expected to be drafted under a previous effort by the time this task is underway.

Subtask 3. Refine Questionnaire and Instructions

Contractor staff shall assist PERSEREC with identifying and scheduling meetings with subject matter experts (SMEs) to obtain feedback for purposes of improving the expanded set of SF-86 questions. The SMEs that are best placed to provide such feedback include background investigators, adjudicators, and managers at organizations that centralize the submission of background investigations such as the Army Personnel Security Center of Excellence and the Personnel Security Management Office for Industry. It is expected that adjudicators representing more than one Government adjudication facility would provide this feedback. Contractor staff shall work with the Government project lead to develop questions and presentation materials for these meetings. It is anticipated that contractor travel to the DC area will be required for these meetings.

Subtask 4. Develop Data Collection Instrument

The contractor shall assist the Government with determining the best method for collecting responses to the expanded set of SF-86 questions. The contractor shall be responsible for producing the data collection instrument.

It is anticipated that this data collection would not require an RCS license because it meets the exemption category of information collected during a personnel security investigation. However, piloting of an expanded set of questions on a limited sample would likely require approvals to be coordinated within DoD and ODNI and OPM. The contract shall assist the Government with obtaining such approvals through participation in meetings or teleconferences and by monitoring the status of required approvals.

Subtask 5. Identify Participants and Credit Report Distribution

The contractor shall assist the Government in identifying and recruiting approximately 250 participants from the military services, national guard/reserve, Government civilians, and Government contractors to receive copies of their credit report and complete the expanded set of SF-86 questions.

The contractor shall assist the Government in coordinating with participating agencies including DSS and DMDC (or an alternate Government source) to obtain and securely transfer the subjects' credit report information to the subject with instructions on how to review the credit report, identify any discrepancies or derogatory information on it, and how to complete the expanded set of SF-86 questions. This pilot group of 250 participants will also complete and file their SF-86 as part of the normal background investigation process.

It is anticipated that contractor staff will need to assist with the distribution of materials as well as answer participant questions regarding interpretation of their credit reports and the expanded set of SF-86 questions. Contractor staff will be expected to travel to various locations within the DC area to assist with this process.

Subtask 6. Collect Responses

Contractor staff shall assist the Government with the secure collection of:

1. The SF-86 responses of the pilot sample group,
2. The responses to the expanded set of SF-86 questions from the pilot group, and
3. The credit reports provided to the pilot group.

Additionally, the contractor staff shall assist the Government with identifying experienced adjudicators (e.g., at least 5 years of adjudicative experience) to participate in reviews of the SF-86, expanded SF-86 responses and credit reports of the pilot group. Feedback will also be collected from other participating agency staff (e.g., Personnel Security Management Office for Industry). The Contractor shall work with the Government to establish an efficient and secure means of collecting and transmitting the feedback to PERSEREC. The feedback will be used to determine the extent to which the responses to the expanded set of SF-86 questions provided sufficient details to adjudicate the financial issues and discrepancies identified on the subject's credit report and SF-86 and the degree to which supplementary investigative work (e.g., subject interviews) would be required to resolve those issues.

The contractor shall also develop and present briefing materials to familiarize the participating adjudicators with the case materials they will be reviewing (e.g., the expanded set of SF-86 questions and responses), how they should assess the information to determine whether it is sufficient to adjudicate on the financial issues found in the case, and how their feedback should be recorded and transmitted back to PERSEREC.

The contractor staff shall aggregate, standardize, and transform the adjudicator feedback into a electronic format that is suitable for data analysis. Prior to conducting analysis of the data, the contractor shall identify and address any data quality issues such as duplicate records, data corruption, missing data, bad matches, and out of range responses.

Subtask 7. Data Analysis

Contractor staff shall conduct analyses of filer and adjudicator responses to evaluate:

1. The extent to which the expanded set of SF-86 questions and front-loaded credit report reduces, eliminates or increases the need for further investigative follow-up activity, and
2. The extent to which the expanded set of SF-86 questions and front-loaded credit report identifies mitigating information early in the investigative process.
3. Obstacles, conditions or limitations to the use of the expanded set of SF-86 questions and front-loaded credit report that would need to be addressed prior to implementation.

Subtask 8. Summarize Findings and Recommendations

Contract staff shall prepare an initial draft of the final report ready for internal peer review. The report will describe the main research questions, employed methodologies, findings, and corresponding recommendations for incorporation of front-loaded credit checks and expanded SF-86 items in the background investigation process. Contract staff will incorporate feedback received from the internal peer review and sponsor reviews into the final report to the satisfaction of the Government project director. Contractor staff will also assist with the development of briefing slides reflecting research findings, implications, and recommendations.

Overall Project Support

In addition to tasks specific to the research, PERSEREC requires assistance for the following supporting activities.

- Tasks may include meeting coordination to include scheduling, visitor parking reservations through building security; assisting with desk reservations for non-resident staff; coordinating and preparing agendas and read-ahead materials for meetings; drafting briefing slides, meeting minutes and action items; assisting with setting up audio and video for meetings; electronic documentation control; sign-in and sign-out of visitors; escort visitors.
- Take, obtain government approval for, and distribute meeting minutes in a format specified or approved by the government. The contractor shall provide detailed meeting minutes within seven business days of the meeting. . Contract staff shall send detailed notes taken during the interview for review to participants, and subsequently incorporate SME edits and feedback into the updated notes.

Deliverables

All written deliverables must conform to PERSEREC standards for formatting and organization. Written products must be edited for good grammar, punctuation and spelling. The writing should be clear, concise and readily understood by non-technical readers.

DELIVERABLES	SUBTASK	DUE DATE
Deliverable 1: Research Plan with	1	Within six weeks from start of period of performance
Deliverable 2: Monthly SMR report detailing the work completed on the project, issues that may cause delays, and the number of labor hours charged.	1	Monthly
Deliverable 3: Weekly progress update notes	1	Weekly
Deliverable 4: Final Report with peer reviewed revisions incorporated	4	Within 11.5 months from start of period of performance
Deliverable 5: Briefing slides	4	Within 1 week prior to end of period of performance

Personnel

Contract staff must include behavioral scientists who have knowledge of national security background investigation policies and processes and experience working with SF-86 response data. Experience facilitating meetings with personnel security subject matter experts would be helpful. Experience preparing, presenting and managing user training would be helpful. Staff must have strong writing and interview skills and the ability to collect, organize and assimilate. Staff who will have access to filer responses must hold a favorably adjudicated Top Secret clearance.

Contractor Travel

Contractor costs for Government authorized travel are included in this contract. All travel shall be in accordance with FAR 31.205-46 and applicable travel regulations (Joint, Federal or Standardized). Pre-approval by the COR must be obtained prior to travel. Contractor payment claims shall include applicable documentation to support actual costs incurred (e.g. airfare and hotel/lodging receipts) as well as any receipts valued at or above $75.00. Failure to provide appropriate documentation may result in loss of reimbursement of travel expenses.

The following travel has been identified for this effort but may be subject to change:

Subtask	***Number of trips***	***Duration***	***Location***	***Purpose***
3 & 4	1	5 days	National Capital Region	SME interviews
5	2	5 days	National Capital Region	Participant Training/Data Collection

Period of Performance

The period of performance for this order is 12 months from initiation of the period of performance.

Place of Performance

It is anticipated that 60% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

ORDER FOR SUPPLIES AND SERVICES		IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGE(S)
1. DATE OF ORDER 09/26/2018	2. ORDER NUMBER 47QFPA18F0088	3. CONTRACT NUMBER GS09Q16BHD0002	4. ACT NUMBER A21916209

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
2340 Dulles Corner Blvd
Herndon, VA 20171-3400
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
[redacted]

9B. CHECK, IF APPROP WITHHOLD 20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION
Contracts and Grants

10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO,IL 60695-1830
United States

13. SHIP TO *(Consignee address, zip code and telephone no.)*
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Dora L. Gayden
GSA Region 09
9988 Hibert Street, Suite 204
San Diego, CA 92131-0000
United States
(619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		09/25/2019	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09180106

2. Task Order 7: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires research in support of personnel and readiness mission. Northrup Grumman's revised technical quotation dated September 20, 2018 and revised price quotation dated September 24, 2018 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).
This Task Order is Firm Fixed Price Labor (0001) and Time and Material Labor (0002) and Cost Reimbursable Travel (0003). FFP Labor CLIN will be billed in equal monthly installments, T&M and Travel will be billed monthly, as incurred.

3. Period of Performance: 9/27/2018-9/26/2019

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: [redacted]
Funded

CLIN 0002: Labor Support Task 1
CLIN Type: T&M
Total Amount: NTE Ceiling [redacted]
Incrementally Funded

CLIN 0003: Travel
CLIN Type: Cost
Total Amount: NTE Ceiling [redacted]
Funded (All travel requires prior proper approvals)

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up

documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	Labor Support Task 1	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0003	Travel	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$1,912,955.75**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/26/2018

GENERAL SERVICES ADMINISTRATION | **1. PAYING OFFICE** | **GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09180106 -Research in Support of Personnel and Readiness Mission
Task Order 7
Request for Proposal

Date: 08/20/2018

Response Request by: NLT 9/7/2018

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: Research in Support of Personnel and Readiness Mission ID09180106

Ref: Contract GS09Q16BHD0002

OVERVIEW:

The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in the Research in Support of Personnel and Readiness Mission

PERIOD OF PERFORMANCE:

The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start in no later than September 24, 2018.

TASK ORDER TYPE

The task order shall be hybrid; firm-fixed price for all tasks, except task 1 shall be time and material with a not-to-exceed amount, and a reimbursable travel COST CLIN.

RFP SUBMITTAL:

The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.

(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor’s proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor’s proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed ceiling for travel in the amount of $53,200 is established for the 12 month base period.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are

excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by 8/23/18 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

PERFORMANCE WORK STATEMENT
PERSEREC RESEARCH
TASK ORDER 7
ID0918106

Task Order 7 – PERSEREC Research

Task 1. Ad Hoc Research in Support of Personnel and Readiness Mission

The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for ad hoc analytic requirements and technical support for ongoing data management, information sharing and outreach to ensure operational effectiveness in support of the DoD personnel security, suitability, credentialing, and insider threat missions.

The Contractor shall:

Subtask 1. Provide Office Support

Provide office support for the core hours, which are 8 a.m.-5 p.m. PST for Seaside, CA offices. Typical tasks include meeting coordination to include scheduling, visitor parking reservations through building security; assisting with desk reservations for non-resident staff; coordinating and preparing agendas and read-ahead materials for meetings; drafting briefing slides, meeting minutes and action items; assisting with setting up audio and video for meetings; electronic documentation control; sign-in and sign-out of visitors; escort visitors.

Subtask 2. Provide Technical Support in the Performance of Analyses and Production of Policy and Procedure Recommendations

Help develop project plans, including methodology and evaluation criteria.

Assist with obtaining necessary approvals from Exemption Determination Officials, Institutional Review Boards (IRB), DHRA legal counsel, Defense Privacy and Civil Liberties Division, and other reviews as necessary; assist in drafting and securing data use and data sharing agreements, memoranda of understanding, and memoranda of agreement. This requirement may include document and briefing slide development.

Assist with the gathering and organization of data collections required for all analytic projects as appropriate, to include obtaining data from databases; literature reviews of documents (electronic and hardcopy); internet web site content reviews; organization data calls; surveys; focus groups; and interviews.

Assist with the review and coding of data. Results of data coding shall be appropriate to the objectives of projects and may include manipulating both numeric and text data. Transform and merge data as needed to perform the required analyses. Apply quality control techniques to identify and resolve data quality issues such as duplicate records, bad record matches, or out of range responses.

Assist with the analysis of qualitative and/or quantitative data from sources as appropriate for a given project. Quantitative analysis methods will include descriptive statistics, basic correlational and advanced modeling and classification techniques, including regression, time series modeling, and other data mining techniques. Assist with the creation of tables, graphs and other figures presenting the results of analyses.

Assist with the development of draft reports and briefing slides. Report and briefing slides should reflect research findings, implications, and recommendations for enhancing the relevant policy maker's mission sets. All products shall be jointly authored by government and contractor personnel who directly and significantly contribute to them and according to formats and quality standards approved by the government sponsor.

Assist with the formatting, technical editing, and dissemination of reports, briefing slides and other documents in accordance with PERSEREC standards. Provide support for FOIA requests and other requests for PERSEREC products. Support the dissemination of PERSEREC products and information through DTIC, the public web site and Sharepoint sites as required.

Assist with drafting staff summary sheets and associated memorandum content required for policy makers to staff policy packages for component and executive review and concurrence and senior executive signatures.

When required for project performance and authorized by DMDC's IT-OPS Division, provide information technology support to include software installation and updates, database administration, loading new data sets onto approved systems, merging of data sets and data transformations, ensuring data is appropriately backed up, managing user access to restricted data, and monitoring the health of IT systems and taking corrective actions as needed to ensure system, databases, tools, and data are available and in compliance with DoD information assurance requirements. Provide support for management and documentation of OPA/PERSEREC databases and data sets as required. Assist PERSEREC with the creation and optimization of software applications and scripts in SQL, PL/SQL, SPSS, SAS, R, Visual Basic, Python, and other languages as needed.

Subtask 3. Participate in Meetings

Participate in project review meetings. Participate in project work group meetings as required. Upon request, take, obtain government approval for, and distribute meeting minutes in a format specified or approved by the government.

Subtask 4. Performance Tracking and Reporting

Record the following data elements for each discrete task request: the date the request was submitted by the government, the date the time/cost estimate was provided by the contractor, the date task work started, the date task work completed, labor hours expended per labor category for the task, and weekly activities performed on the task.

Report weekly on the statuses and activities performed for each discrete task.

Report monthly on the hours, labor categories and current and cumulative total cost for each discrete task.

Deliverables

Deliverables	Subtask	Timeline
1: **Post-Award Kickoff Meeting**	3	Within 1 week from start of period of performance
2: **Task Product:** Information paper and/or other briefing content as required by the task	1 and 2	As mutually agreed upon for each task
3: **Meeting minutes**	3	Within 2 business days of the meeting date
4: **Task Status Report:** brief report of week's activities for active tasks.	4	Weekly throughout the period of performance, by COB Friday
5**: Time/Cost Report:** report of time and cost for active tasks.	4	Monthly throughout the period of performance, coinciding with the SMR

Period of Performance

Work must be completed within 12 months of contract award.

Place of Performance

It is anticipated that at least 75% of the work by contractor personnel will be performed at DoD Center, Seaside, CA.

Contractor Travel

Contractor costs for Government authorized travel are included in this contract. All travel shall be in accordance with FAR 31.205-46 and applicable travel regulations (Joint, Federal or Standardized). Pre-approval by the COR must be obtained prior to travel. Contractor payment claims shall include applicable documentation to support actual costs incurred (e.g. airfare and hotel/lodging receipts) as well as any receipts valued at or above $75.00. Failure to provide appropriate documentation may result in loss of reimbursement of travel expenses.

The following travel has been identified for this effort but may be subject to change:

Deliverable	*Number of trips*	*Duration*	*Location*	*Purpose*
2	1	4 days	National Capital Region	Data collection and/or briefing stakeholders

Contractor Staff Qualifications

Contractor personnel providing analytic support shall (1) be skilled in the use of Microsoft Office Suite to include Word and Excel, (2) have excellent verbal and written communication skills; (3) have expert knowledge of statistical analysis software tools required for any analytic tasks they are assigned; (4) be adept in principles of project management and (5) knowledgeable about personnel security, suitability and credentialing processes. Given that the nature of these analyses may involve sensitive or classified information, project personnel should maintain a top secret clearance.

Task 2. A Personnel Security Clinician Training Program

The Office of People Analytic's (OPA's) Defense Personnel and Security Research Center (PERSEREC) requires research assistance to continue development of a personnel security training program for mental health clinicians.

Background

In FY16 and FY17, PERSEREC identified need for a cadre of security-trained clinicians (i.e., psychologists and psychiatrists) who can consult with Federal Government investigators and adjudicators on mental health-related vetting issues. Ultimately, by providing personnel-security-informed clinician resources to these personnel, a more efficient and fair personnel security program—specific to the processing of mental health issues—can be created and stigma surrounding such cases can be reduced.

To meet consulting clinician need, in FY18, PERSEREC conducted a job analysis to identify the knowledge, skills, and abilities necessary to operate as a personnel security psychologist or psychiatrist. The purpose of the current project phase (an FY19 initiative) is to develop a program of instruction (i.e., a curriculum) for participating clinicians based on the FY18 job analysis results and to continue course implementation efforts within DoD specifically.

The first project component, a program of instruction, will entail the development and testing of a course description, training program objective, course summary, and course map. The second project component, continued implementation, will work to establish this curriculum within the Center for the Development of Security Excellence (CDSE). Ultimately, this year's project will set the stage for a final program implementation step—development and release of a personnel security training course for clinicians who work for or on behalf of the Federal Government.

Project Initiation and Maintenance

This project shall kick-off with an initial team meeting led by the contracting team leader and attended by all project personnel to include the government project director. The purpose of this meeting is to outline the project goals, timeline, documents, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of project documents and deliverables. During the kick-off meeting, the team shall also agree on a schedule of meetings with the government project director. Each scheduled meeting should be accompanied by brief minutes to the government project director covering current project status and necessary action items.

Research Task 1: Program of Instruction and Supporting Documentation

The purpose of this task is to identify the course delivery method, purpose, scope, target audience, enrollment prerequisites, academic requirements, training resource requirements, and course length/delivery. Secondary purposes include outlining the training objectives, course summary, and course of instruction (i.e., the instructional design). The approach to identifying these requirements shall involve various meetings with subject matter experts (SMEs), validation and testing of requirements, as well as review of any relevant documents necessary to prepare for all PERSEREC external discussions. The contractor will co-lead all of these engagements with the government project director but should be prepared to independently oversee and conduct the following tasks as outlined below:

(1) Prepare agendas or meeting guides for SME meetings and distribute at least 1 day prior to each engagement.
(2) Schedule, coordinate, and attend up to 10 SME meetings in person or by teleconference (more than one SME may attend a given meeting totaling 10 distinct interactions). The meeting agendas should include basic background information about the SME(s) (name, title, affiliation/agency, and, as needed, other information that may impact the discussion).
(3) Prepare meeting notes and submit notes back to SMEs (notes need not exceed 2-3 pages and should be returned to SMEs for review and agreement within seven business days). Notes should incorporate input from multiple contractor attendees to ensure thorough capture of information. This can be accomplished through a second person review before sending to the SME.
(4) Consolidate SME input into a final document version for internal reference and incorporate findings into the final report. This is to include documentation of key themes and actionable plans to be incorporated as part of project results. At least two staff members must verify themes/action plans.
(5) Document SME contact information in an SME tracker and keep up-to-date for team and project director reference at all times.

Two key documents shall be prepared by contractor staff for this task:

The first document shall be a consolidation of all agenda(s) and/or meeting guide(s) and final meeting notes to include actionable conclusions for developing the program of instruction and supporting documents based on SME feedback. This document shall inform the development of the Method and Result report sections. The second document shall be a finalized version of the program of instruction, training objectives, course summary, and course of instruction.

Note: Per Enclosure 3 (Procedures) of DoDM 8910.01-V1, June 30, 2014, research task 1 and 2 meetings are assumed to be exempt from any requirements to obtain a Record Control Symbol (RCS license) for Internal DoD Information Collections. The two exemptions noted in DoDM 8910.01-V1 indicated as applicable to this task are noted below:

(9) Comments, concurrence, coordination, or privacy impact assessments that are a part of the routine coordination or clearance of proposed actions or publications; recommendations or evaluations as to proposed plans, policies, procedures, organizations, missions, publications, agenda, curriculums, or courses of action.

(15) Evaluations, summaries, or assessments concerning a conference, convention, symposium, meeting, seminar, class, working group, or workshop.

Research Task 2: Continued Training Program Implementation

In addition to completing the scaffolding necessary to develop a mental health clinician training program per Task 1, Task 2 of this initiative shall focus on continued training implementation efforts. This task shall involve discussions with SMEs at CDSE regarding technical requirements and any other details necessary to house the training under the CDSE personnel security program umbrella. As is the case for Task 1, contractor shall oversee all engagement efforts with CDSE as outlined in processes 1-5; however, in this instance, no more than 5 meetings/telecons are anticipated.

The key document prepared by contractor staff for this task shall be a consolidation of all agenda(s) and/or meeting guide(s) and final meeting notes to include actionable recommendations for implementation plans. This document shall inform the development of the Method and Result report sections.

Research Task 3: Summarize Research for Stakeholder Consideration

The contractor shall prepare three draft report versions for government project director review over the course of the project. The first draft report shall cover the introduction and methods sections, the second draft report shall include the results section, and the third draft report shall cover the entire report (all reviews to occur prior to internal murderboard). After the project murderboard, the final report will incorporate feedback received from the internal peer reviewers to the satisfaction of the government project director. The government project director and contractor lead shall agree upon report review dates for the government project director and will record these dates in the detailed project schedule. Finally, the contractor shall submit 10-15 slides depicting the research project from inception to completion.

Note: Contract staff shall not be responsible for developing the 1st draft of the Introduction report section. First draft development duties specific to this section shall fall to the government project director with the expectation that the contractor shall review and provide feedback on this material. Contractor staff shall be responsible for developing all other initial report sections based on an agreed upon report outline.

Project Close-out

The contractor shall prepare for and conduct a final close-out meeting with the government project director to ensure that all key documents saved in the project folders represent final, clean versions. During this meeting, the contractor and government project director shall walk through the project folders and archive any/all older document versions or unnecessary files.

Overall Project Support

In addition to tasks specific to this research effort, the contractor shall assist with the following support activities if necessary for the project: visitor parking reservations and escort through building security; assisting with desk reservations for non-resident staff; assisting with audio and video set-up for meetings; electronic documentation control.

Deliverables

All written deliverables shall conform to PERSEREC and OPA standards for formatting and organization. Written products shall be edited for good grammar, punctuation and spelling. The writing shall be clear, concise and readily understood by non-technical readers.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule to include estimated dates for all research task documents	Within 4 weeks from start of POP
Deliverable 2: Final TR Report w/ peer reviewed revisions	2 weeks before end of POP
Deliverable 3: Slide deck (not to exceed 15 slides)	1 week before end of POP

Personnel

Contract staff shall have experience in and be knowledgeable about personnel security, suitability, and credentialing processes to include understanding of background investigation and adjudication procedures. For this project, PERSEREC requires the specific involvement of at least two licensed clinician who works within the personnel security community and who are well-versed on the personnel security knowledge needed to consult with investigators and adjudicators. Finally, staff should also include at least one individual with Industrial-Organizational (I/O) training who is familiar with job analysis methodologies.

Please include your labor/skill mix in your technical proposal (labor category and projected hours).

Period of Performance

The period of performance for this order is 12 months from date of award.

Place of Performance

It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

Contractor Travel

The following travel has been identified for this effort but is subject to change:

Number of trips	***Duration***	***Location***	***Purpose***
2*	3-5 days	From Monterey, CA to NCR	SME meetings and briefings

*Per person trips (e.g., two project trips with 3 contractor staff traveling simultaneously)

Task 3. An Examination of National Security Reporting Adherence Using DoD's Sexual Assault Repository and Other Identified Data Resources

The Office of People Analytic's (OPA's) Defense Personnel and Security Research Center (PERSEREC) requires research assistance to examine adherence to national security reporting requirements as outlined in both Federal and DoD-level policies.[1,2,3] Although numerous reporting requirements are listed in these documents, many cannot be easily confirmed using readily accessible data (e.g., it would be difficult to identify "failure to report blackmail" unless it is uncovered during a periodic reinvestigation via secondary sources). However, some reporting requirements do lend themselves to large-scale assessment for the purposes of measuring adherence (alternatively known as underreporting).

For example, Security Executive Agent Directive 3, Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position, states that criminal conduct must be reported for all covered individuals. Given this, any accused Service Members identified in the Defense Sexual Assault Incident Database (DSAID) should be associated with a personnel security incident report in DoD's Joint Personnel Adjudication System (JPAS). To the extent that this is not the case, national security reporting adherence is a concern. This is but one of many instances where objective DoD data is available to confirm reporting adherence and to inform whether—and to what extent—underreporting is a problem.

The current initiative will begin by conducting a review of all Federal Government and DoD national security reporting requirements and will map those requirements to actual data sources that can confirm reporting adherence. Once all potential sources of verifiable adherence are identified, researchers will make five data requests specific to internally-owned Defense Manpower Data Center (DMDC) data repositories and will match these data and dates of occurrence to JPAS incident reports and their dates of occurrence.

Finally, researchers will conduct meetings with DoD subject matter experts (SMEs) who are familiar with the five selected data repositories and associated data collection processes. These meetings will uncover where gaps exist between collecting reportable events in the given data repository and in JPAS as a personnel security incident report (e.g., Are there any mechanisms that automatically advise staff to establish JPAS incident reports when these data are reported?).

Ultimately, by examining the relationship between required reporting standards and actual reporting practices, DoD will know how well its personnel adhere to these requirements and, conversely, how pervasive underreporting may be.

[1] SEAD 3, *Reporting Requirements for Personnel With Access to Classified Information or Who Hold a Sensitive Position*, June 12, 2017
[2] DoD Manual (DoDM) 5200.02, *Procedures for the DoD Personnel Security Program (PSP)*, reissued on April 3, 2017
[3] DoD Directive (DoDD) 5240.06, *Counterintelligence Awareness and Reporting (CIAR),* incorporating Change 2, July 21, 2017

Project Initiation and Maintenance

This project shall kick-off with an initial team meeting led by the contracting team leader and attended by all project personnel to include the government project director. The purpose of this meeting is to outline the project goals, timeline, documents, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of project documents and deliverables. During the kick-off meeting, the team shall also agree on a schedule of meetings with the government project director. Each scheduled meeting should be accompanied by brief minutes to the government project director on current project status and necessary action items.

Research Task 1: Review of Reporting Requirements and Data Identification

The purpose of this task is to identify all Federal Government and DoD-specific national security reporting requirements and to link these requirements to data repositories that can confirm (objectively) when a reportable event occurred. To do this, the contractor shall first identify all reporting requirements and shall then map these requirements to any relevant DMDC data sources. For example, and as previously noted, criminal conduct is a reportable offense and service members accused of sexual assault are identified in the Defense Sexual Assault Incident Database (DSAID). For this reason, these accused service members should also be associated with JPAS incident reports.[2] Ultimately, using the mapping task as a guide, the contractor shall identify and propose five reportable offenses and corresponding DMDC-owned data repositories to be used as test cases for examining national security reporting adherence.

The associated document for this research task shall be a mapping file of all Federal Government and DoD-specific reporting requirements linked to associated DMDC-owned data repositories. The corresponding project folder for this work should contain copies of all identified policy documents as well as 1-2 page write-ups describing all identified data sources. At a minimum, these write-ups should evaluate what is collected in the identified data file, how it is collected, how often information is updated, who the file manager is, what their contact information is, and any known details regarding data restrictions or the quality of the available information. Project director and contractor lead shall internally agree upon a completion date for these documents over the course of the project.

Research Task 2: Data Requests and Collection

The purpose of this research task is to develop data requests for the five selected data repositories identified under Task 1. To do this, the contractor shall prepare 1-2 page write-ups for each DMDC file manager and shall navigate the process of obtaining data from these individuals. For any given data repository, the contractor need only identify the existence of a reportable offense, the occurrence date, and any basic demographic information that would allow for identity resolution when matching the dataset to JPAS. The data requests shall cover an agreed upon sample and time frame such as all reported offenses established in FY17.

[2] The DSAID should be one of the five selected data repositories used in this study. No other selection restrictions apply.

The key document associated with this task shall be a file tracking all correspondence and contact with DMDC file managers to include initial request dates and any follow-up thereafter. The contractor should discuss the layout of this tracker with the project director prior to beginning this initiative. The file tracker should be kept up-to-date for team and project director reference at any time across the course of the data collection. Project director and contractor lead shall internally agree upon a final completion date for this document over the course of the project.

Research Task 3: Data Merging, Cleaning, and Analysis*

The purpose of this task is to pull together all obtained data, to conduct identity resolution and any data cleaning, and to examine “agreement” between reportable events in the selected data repositories and incidents reports in JPAS.

The applicable key document for this research task shall be a brief write-up for each of the five data repositories showcasing the identified overlap between reportable events found in each selected data repository and those found in JPAS. Write-ups should be consolidated into one combined document and should include details on when and where the reportable offense was first documented (e.g., Did the incident appear in JPAS first or the other repository? What is the time lag between these reporting vehicles?). Write-ups specific to each data repository should not exceed two pages (10 total combined pages) and should contain result tables as discussed with the project director. Ultimately, the write-ups should be used to draft the results section of the final report. Project director and contractor lead shall internally agree upon a completion date for this document over the course of the project.

*Task 2 and 3 shall overlap depending upon response from DMDC file managers.

Research Task 4: Subject Matter Expert Interactions**

Task 4 of this initiative shall focus on follow-up with SMEs who are familiar with reporting practices applicable to each data repository. The identification of SMEs shall depend on the data repositories selected for use in this study, but the contractor shall assist the project director with this process. The contractor should be prepared to co-lead all SME interactions and shall retain sole responsibility for overseeing and conducting the tasks as outlined below:

(1) Prepare agendas or meeting guides for SME meetings and distribute at least 1 day prior to each engagement (more than one SME may attend a given meeting)
(2) Schedule, coordinate, and attend up to 10 distinct SME meetings. The meeting agendas should include basic background information about the SMEs (name, title, affiliation/agency, and, as needed, other information that may impact the discussion).
(3) Prepare meeting notes and submit notes back to SMEs (notes need not exceed 2-3 pages and should be returned to SMEs for review and agreement within 7 business days). Notes should incorporate input from multiple contractor attendees to ensure thorough capture of information. This can be accomplished through a second person review before sending to the SME.
(4) Consolidate SME input into a final document version for internal reference and incorporate findings into the final report. This is to include documentation of key themes and actionable plans or recommendations to be incorporated as part of project results. At least two staff members must verify themes/action plans.

(5) Document SME contact information in an SME tracker and keep up-to-date for team and project director reference at all times.

The key document associated with this task shall be a consolidation of all agenda(s) and/or meeting guide(s) and final meeting notes to include an explanation of how data are collected for submission into the given data repository and where JPAS incident reporting would/should fit into this process. Project director and contractor lead shall internally agree upon a completion date for this document over the course of the project.

**Task 4 may also occur simultaneously with Task 2 and 3 as necessary. In some instances, the identified SME may be the DMDC file manager.

Note: Per Enclosure 3 (Procedures) of DoDM 8910.01-V1, June 30, 2014, these meetings are assumed to be exempt from any requirements to obtain a Record Control Symbol (RCS license) for Internal DoD Information Collections. The two exemptions noted in DoDM 8910.01-V1 indicated as applicable to this task are noted below:

(9) Comments, concurrence, coordination, or privacy impact assessments that are a part of the routine coordination or clearance of proposed actions or publications; recommendations or evaluations as to proposed plans, policies, procedures, organizations, missions, publications, agenda, curriculums, or courses of action.

(15) Evaluations, summaries, or assessments concerning a conference, convention, symposium, meeting, seminar, class, working group, or workshop.

Research Task 5: Summarize Research for Stakeholder Consideration

The contractor shall prepare three draft report versions for government project director review over the course of the project. The first draft report shall cover the introduction and methods sections, the second draft report shall include the results section, and the third draft report shall cover the entire report (all reviews to occur prior to internal murderboard). After the project murderboard, the final report will incorporate feedback received from the internal peer reviewers to the satisfaction of the government project director. The government project director and contractor lead shall agree upon report review dates for the government project director and will record these dates in the detailed project schedule. Finally, the contractor shall submit 10-15 slides depicting the research project from inception to completion.

Note: Contract staff shall not be responsible for developing the 1st draft of the Introduction report section. First draft development duties specific to this section shall fall to the government project director with the expectation that the contractor shall review and provide feedback on this material. Contractor staff shall be responsible for developing all other initial report sections based on an agreed upon report outline.

Project Close-out

The contractor shall prepare for and conduct a final close-out meeting with the government project director to ensure that all key documents saved in the project folders represent final, clean versions. During this meeting, the contractor and government project director shall walk through the project folders and archive any/all older document versions or unnecessary files.

Overall Project Support

In addition to tasks specific to this research effort, the contractor shall assist with the following support activities if necessary for the project: visitor parking reservations and escort through building security; assisting with desk reservations for non-resident staff; assisting with audio and video set-up for meetings; electronic documentation control.

Deliverables

All written deliverables shall conform to PERSEREC and OPA standards for formatting and organization. Written products shall be edited for good grammar, punctuation and spelling. The writing shall be clear, concise and readily understood by non-technical readers.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule to include estimated dates for all research task documents	Within 4 weeks from start of POP
Deliverable 2: Final TR Report w/ peer reviewed revisions	2 weeks before end of POP
Deliverable 3: Slide deck (not to exceed 15 slides)	1 week before end of POP

Personnel

Contract staff shall have experience in and be knowledgeable about personnel security, suitability, and credentialing processes to include understanding of background investigation and adjudication procedures. For this project, PERSEREC requires the specific involvement of at least three highly experienced personnel security researchers—two who are familiar with subject matter content and one who is familiar with DMDC data requests and data analysis. The project data analyst shall require a TS clearance to access JPAS.

Please include your labor/skill mix in your technical proposal (labor category and projected hours).

Period of Performance

The period of performance for this order is 12 months from date of award.

Place of Performance

It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

Contractor Travel

No travel is anticipated for this project.

Task 4. A Barrier Reduction Intervention (BRI) for Military Mental Health Help Seeking

Background

Despite policies and resources that aim to reduce stigma and access to mental health care within the military, almost half of Service members who may be in need do not seek mental health support. The goal of this study is to develop a Barrier Reduction Intervention (BRI) designed to address the most prevalent mental health care seeking concerns endorsed by active duty Service members (e.g., career and clearance loss concerns, loss of privacy/confidentiality, preference for self-management, etc). If BRI is successfully implemented, it is expected that over time we would observe greater rates of help seeking behavior among military personnel who presently struggle in silence.

BRI will provide both reassurance and honest information regarding consequences of help seeking and will be developed using DoD Status of Forces Survey-Active Duty (SOFS-A) suicidality and help seeking results, research findings on mental health barriers to care for active duty military personnel, and available statistics on career and clearance-related consequences of mental health help seeking. In addition to addressing Service members' barriers to care, BRI will provide information about available mental health resources. It will also enable Service members to practice formulating implementation intentions, which are regulatory strategies known to enhance goal attainment and goal commitment, for example, "if situation Y (e.g., stressors, depression, suicidal thoughts, etc.) is encountered, then I will initiate behavior Z (access mental health resources) in order to reach goal X (mental health wellness and readiness)." Finally, another potential component of BRI may include making practice phone calls to a crisis line. Although BRI's primary target audience will be active duty Service members, the intervention will still be relevant for Reserve and Guard components.

The scope of work includes identification of optimal BRI format and content, as well as development of the actual BRI product. It also includes cognitive testing with a small number of end users and development of a written plan for a large scale BRI pilot and post-test evaluation. It does not include BRI pilot testing or post-evaluation, which are both projected to occur in FY20.

The Defense Personnel and Security Research Center (PERSEREC), a division of the Office of People Analytics (OPA), requires research assistance in order to carry out this study, consisting of the following tasks:

Subtask 1: Coordinate and attend project kickoff meeting, weekly status update meetings, in-progress review meetings, and final briefing meetings.

Subtask 1.1. Develop meeting agendas.

Subtask 1.2. Select weekly meeting dates in coordination with government project director and other stakeholders, and email invitations.

Subtask 1.3. Take meeting notes and disseminate to attendees.

Subtask 2: Prepare required approval materials.

Subtask 2.1. Prepare materials for Exempt Determination Official (EDO) review and any applicable Institutional Review Board (IRB) and other regulatory requirements.

Subtask 3: Identify key content areas for inclusion in BRI.

Subtask 3.1. Identify, schedule, and conduct interviews with approximately five subject matter experts.

Subtask 3.2. Review relevant empirical research findings and statistics for inclusion in BRI.

Subtask 3.3. Develop a list of major topics and sub-topics for inclusion in BRI.

Subtask 4: Determine optimal format for effective communication of information contained in BRI that is interactive, visually appealing, and meaningful for the audience.

Subtask 4.1. Review trainings, videos, interactive guides, and other materials to identify optimal format for BRI.

Subtask 4.2. Identify, schedule, and conduct interviews with approximately five subject matter experts

Subtask 4.3. Create a storyboard, i.e. “mockup” illustration of BRI and present it to key stakeholders (e.g. Defense Suicide Prevention Office, Suicide Prevention Program Managers from Service branches, etc.). Collect and incorporate feedback from these stakeholders.

Subtask 5: Develop and finalize BRI.

Subtask 5.1. Based on prior SME interviews, reviews of research and available data, and feedback from stakeholders, develop and finalize BRI content.

Subtask 5.2. Conduct cognitive interviews with approximately three end users of BRI and incorporate their feedback.

Subtask 6: Develop a plan for BRI pilot test and post-test evaluation.

Subtask 6.1. Develop a detailed plan (approximately 8-10 pages) describing how BRI will be piloted and what sort of post-test evaluation procedures will be conducted to evaluate its effectiveness, utility, ease of accessibility, completeness, and other key features. The plan also needs to describe any applicable Institutional Review Board (IRB) and other regulatory requirements. The plan needs to conform to OPA/PERSEREC and APA style conventions. A draft plan needs to be provided to the government project director for review, and government project director’s feedback needs to be incorporated prior to submission of the final version.

Deliverables

Deliverable	*Task*	*Date Due*
Approval Materials		

EDO review packet	2.1	2 weeks from start of Period of Performance (PoP)
BRI Content Identification		
SME interviews	3.1	1.5 months from start of PoP
BRI content outline	3.3	2.5 months from start of PoP
BRI Format and Storyboard		
SME interviews	4.2	2.5 months from start of PoP
Storyboard presentation	4.3	6 months from start of PoP
BRI Development		
Final BRI product	5.1	10 months from start of PoP
Cognitive testing with end users	5.2	11 months from start of PoP
User testing feedback incorporated	5.2	11.5 months from start of PoP
BRI Pilot Test and Post-Evaluation Plan		
Draft plan	6.1	11.5 months from start of PoP
Final plan	6.1	12 months from start of PoP

Personnel

Contract staff assigned to this project must be knowledgeable about mental health, suicide prevention, and DoD training resources geared toward prevention of these outcomes. They must possess excellent verbal and written communication skills. Contract staff must also have experience with reviewing literature, conducting SME interviews, developing training content, and conducting usability testing (e.g., cognitive interviews). Contract staff should provide a labor/skill mix in the technical proposal for this initiative to include labor categories and projected hours.

Contractor Travel

Contractor costs for Government authorized travel are included in this contract. All travel shall be in accordance with FAR 31.205-46 and applicable travel regulations (Joint, Federal or Standardized). Pre-approval by the COR must be obtained prior to travel. Contractor payment claims shall include applicable documentation to support actual costs incurred (e.g., airfare and hotel/lodging receipts), the COR approval documents, as well as any receipts valued at or above $75.00. Failure to provide appropriate documentation may result in loss of reimbursement of travel expenses.

The following travel has been identified for this effort but is subject to change:

Task(s)	*Number of trips*	*Duration*	*Location*	*Purpose*
4.3, 5.2	6	3-5 days	May vary	Meet with SMEs and/or brief stakeholders

Period of Performance

Work must be completed within 12 months of contract award.

Place of Performance

It is anticipated that at least 75% of the work performed by contractor personnel will be conducted at DoD Center, Seaside, CA.

Task 5. Evaluate Feasibility of Developing a Tool to Support Job-specific Position Sensitivity Designation

The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires research assistance to evaluate the feasibility of developing a tool that captures job-specific sensitivity or risk factors as part of position designation. While position designation is a key step in determining the type of background investigation required for a position, job-specific sensitivity or risk can also have important implications for adjudication the information collected.

The current position designation tool, the Office of Personnel Management (OPM) Position Designation Tool (PDT), does not provide position designators with sufficient detailed information to cover the full-range of job-specific requirements; it also does not capture data, nor does it provide a means for sharing job-specific information with adjudicators. This project proposes to identify a pool of job-specific factors with implications for adjudication, identify any existing databases or other strategies that could serve as a starting point for developing a tool to assist with identification and designation of these job-specific requirements (e.g., O*NET), and examine the feasibility of developing a more detailed position designation tool.

For this effort, the major tasks include: (1) identifying key position parameters that determine position risk, (2) evaluating the current process for determining position risk and any associated policy, (3) identifying gaps, (4) evaluating other potential strategies or tools for position risk determination, and (5) producing a feasibility report.

Project Initiation and Maintenance

The project shall kick-off with an initial team meeting led by the contracting team leader and attended by all project personnel, to include the government project director. The purpose of this meeting is to outline the project goals, timeline, products, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of subtask products and deliverables. During the kick-off meeting the team shall also agree on a schedule of meetings with the government project director. Regardless of meeting plans, contract staff shall submit brief weekly updates to the government project director on current project status and necessary action items.

Subtask 1: Identify Key Position Parameters & Designation Factors

The purpose of this subtask is to identify key position parameters that either contribute to position sensitivity or risk or have implications for the investigative or adjudicative processes. Parameters will likely focus on job duties, but may also need to take into account work or organizational context or other factors.

The approach for identifying parameters shall involve interviews with subject matter experts (SMEs), as well as review of relevant documents such as the documentation for the current position designation tool, insider threat research, position descriptions for jobs with automatic disqualifiers, and other relevant resources.

The SME interview portion of the task shall include the following types of assistance:

(1) Preparing agenda(s) or interview guide(s) for SME meetings.

(2) Coordinating, leading, and attending up to 10 SME meetings in person or by teleconference. The meeting invite or agenda should include basic background information about the SMEs (name, title, affiliation/agency, and, as needed, other information that may impact the discussion).

(3) Preparing interview notes and submitting notes back to SMEs (notes need not exceed 2-3 pages and should be returned to SMEs for review and agreement within a reasonable time period, e.g., 10 business days). Notes should incorporate input from multiple attendees to ensure thorough capture of information.

(4) Consolidating SME input into a final version for internal reference and incorporation into the final report. This is to include documentation of key themes to be incorporated as part of project results. At least two staff members must verify themes.

(5) Documenting SME contact information in an SME tracker.

The document review portion of the task shall include the following types of assistance:

(1) Identifying sources of relevant documents. Discussions with the project director and SMEs could facilitate this identification, but independent efforts must be made as well.

(2) Preparing notes summarizing information gathered and consolidating into a final version for internal references and incorporation into the final report.

The products prepared by contractor staff for this subtask shall include agenda(s) or interview guide(s), interview notes, notes from document review, and documentation of key position parameters or requirements and related considerations.

Subtask 2: Evaluate Current Process

Contract staff shall evaluate current process for determining position risk, specifically the OPM PDT process. Subtask 2 activities must also cover best practices and practitioner needs for a position designation tool to inform the activities of Subtask 4.

If SMEs participating in the Subtask 1 interviews have also used OPM PDT, discussion of PDT should be part of the interview and be handled in the same manner as the rest of the interview information (e.g., as part of the notes and documentation for the final report).

Contract staff shall also review the online PDT and associated documentation and policy to evaluate pros and cons, usefulness, outcomes, extent to which it captures job-specific information, particularly those parameters identified in Subtask 1. This should include documentation of materials reviewed as well as documentation of input provide by SMEs.

The products prepared by contractor staff for this subtask shall consist of the evaluation of current process for incorporation into the final report to include both SME input and contract staff review.

Subtask 3: Identify Gaps

Contract staff shall review information gathered in Subtasks 1 and 2 to identify gaps between PDT and identified parameters and other important requirements for an effective position risk tool. The analysis should be completed with the goal of informing recommendations for subsequent work to develop an improved position designation tool.

The products prepared by contractor staff for this subtask shall include documentation of identified gaps.

Subtask 4: Evaluate Alternative Strategies

Contract staff shall identify and evaluate processes used in industry or studied by academia to account for specific job requirements (e.g., that impact selection) or determine position riskiness. The review should also include publicly available tools such as The Occupational Information Network (O*NET). The goal of Subtask 4 is to evaluate the feasibility of either using an existing tool or developing a new tool. Recommendations should address identified gaps, strengths, and practitioner needs. High-level technology considerations should also be addressed (e.g., what sort of platform would be useful, considerations for selecting a vendor, ball-park costs, etc.).

The products prepared by contractor staff for this subtask will consist of documentation of these evaluations, to include recommendations.

Subtask 5: Feasibility Study Report and Briefing Slides

Contract staff will prepare drafts of reports and briefing slides and assist with preparation of final versions. The report will document the work of the previous project tasks, provide background information, and the results of project tasks. The overarching deliverable for this research is a consolidated report describing the main research questions, employed methodologies, findings, and corresponding recommendations. Report development should be initiated as early as possible in the project course to ensure delivery of a high quality product. Contract staff will have primary responsibility for the Methods and Results sections. The content of the Introduction should be determined based on discussions with the government project director. With regard to the Discussion and Recommendations, the government project director will take primary responsibility, but contract staff should provide initial input. Contract staff shall also prepare a set of slides providing a high-level summary of the study that is suitable for briefing stakeholders.

Deliverables

The table below depicts the high-level project tasks and deliverable anticipated for this project. All documents produced for this research initiative shall be formatted and edited, by contract staff, to meet PERSEREC requirements, to include information provided in the PERSEREC style guide.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule	1 month from award
Deliverable 2: Final report w/ peer reviewed revisions	2 weeks before end of POP

Deliverable 3: Slide deck	1 week before end of POP

Personnel

Contract staff will preferably include one or more individuals with knowledge of position risk and position designation. Please include your labor/skill mix in your technical proposal (labor category and projected hours).

All contractor personnel (except the administrative support staff) shall have:

1) excellent verbal and written communication skills;
2) experience successfully analyzing both qualitative data; and
3) be adept in principles of project management.

Period of Performance

The period of performance for this order is 12 months from date of award.

Place of Performance

It is anticipated that at least 50% of the work by contractor personnel will be performed at DoD Center, Seaside, CA.

Contractor Travel

The following travel has been identified for this effort but is subject to change:

Number of trips	***Duration***	***Location***	***Purpose***
4	4-5 days	Either from the National Capital Region to Monterey, CA or from Monterey, CA to NCR	SME interviews and briefings

Task 6. Improving Support for Supervisor Handling of Behaviors of Concern

The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires research assistance to pilot test tools designed to support supervisor reporting of behaviors of concern. The tools will consist of attestation forms designed to provide an opportunity for supervisors to review responsibilities and to connect supervisors with resources and will cover reporting of behaviors of concern in a security context, an employee support context, or a combination of both. Defense Manpower Data Center has agreed to participate in the pilot test. In addition to conducting the pilot test, assistance is needed to obtain feedback from users and to identify the resources required for effective implementation. Tool development will build on work performed previously at PERSEREC.

For this effort, the major tasks include: (1) develop forms for pilot testing, (2) preparing for and conducting pilot test, (3) interviewing participants to gather feedback, (4) revising one or more of the forms based on feedback, (5) identifying components necessary for effective implementation, and (6) producing a final report.

Project Initiation and Maintenance

The project shall kick-off with an initial team meeting led by the contracting team leader and attended by all project personnel, to include the government project director. The purpose of this meeting is to outline the project goals, timeline, output, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of project output and deliverables. During the kick-off meeting the team shall also agree on a schedule of meetings with the government project director. Regardless of meeting plans, contract staff shall submit brief weekly updates to the government project director on current project status and necessary action items.

Subtask 1: Develop forms for pilot testing

In previous project work, staff developed a one-page paper-based security attestation form for supervisor reporting. The attestation forms for the current project will also be paper-based and shall include that one and a modified version that focuses on employee support rather than security concerns. In addition, the team shall work with the government project director to determine whether to develop a form that combines both approaches. In addition to modifying the language of the original form to shift the focus to employee support, contract staff shall conduct a review to determine what sort of policy and training exist as resources for supervisors to include with the reporting form.

The products prepared by contractor staff for this subtask shall consist of versions of the reporting forms that are ready for pilot testing.

Subtask 2: Prepare for and conduct pilot test

Contract staff shall prepare materials necessary for conducting the pilot test of the attestation forms, to include background information and instructions for participants, plan for administering the pilot test and collecting information, and other materials to facilitate a successful data collection. Defense Manpower Data Center has agreed to participate in the pilot test; the government project director may identify one to two additional organizations to participate. The government project lead shall make initial contact and contract staff shall be responsible for making follow-up contacts and scheduling data collection sessions.

Following data collection sessions, contractor staff shall input data into a database (e.g., and Excel spreadsheet or SPSS data file) for analysis. Contract staff shall analyze data and prepare output for inclusion in the final report. This shall include quantitative analysis and qualitative analysis of any comment fields.

The products prepared by contractor staff for this subtask shall consist of pilot test materials, documentation of participant contacts, database of information collected, and results of the analyses.

Subtask 3: SME interviews to gather follow-up information

Following the data collection with the attestation forms, contract staff shall contact participants for follow-up sessions to gather additional information about the forms and SME input for finalizing the form(s).

The SME interview portion of the task shall include the following types of assistance:

(1) Preparing agenda(s) or interview guide(s) for SME meetings.

(2) Coordinating, leading, and attending up to 10 SME meetings in person or by teleconference. The meeting invite or agenda should include basic background information about the SMEs (name, title, affiliation/agency, and, as needed, other information that may impact the discussion).

(3) Preparing interview notes (notes need not exceed 2-3 pages). Notes should incorporate input from multiple attendees to ensure thorough capture of information.

(4) Consolidating SME input into a final version for internal reference and incorporation into the final report. This is to include documentation of key themes to be incorporated as part of project results. At least two staff members must verify themes.

(5) Documenting SME contact information in an SME tracker.

The output prepared by contractor staff for this subtask shall include agenda(s) or interview guide(s), interview notes, notes from document review, and documentation of key position parameters or requirements and related considerations.

Subtask 4: Revise form(s) based on result of pilot test

Using input obtained through the pilot test, contract staff shall work with the government project director to determine whether to focus on one of the attestation forms. Selected form(s) shall be revised based on input from the pilot test. The products for this subtask shall be the revised form(s).

Subtask 5: Identify components for successful implementation

Beginning with the work in Subtask 1 to identify policy and training resources to support reporting contract staff shall gather information to inform develop an effective implementation strategy. This shall include identifying potential software platforms, existing process(es) into which the reporting requirement could be embedded (e.g., the performance management process, as part of an existing training requirement), existing or needed resources to assist supervisors. The products for this subtask shall be a recommendations and a roadmap for implementation.

Subtask 6: Final Report

Contract staff shall prepare drafts of reports and briefing slides and assist with preparation of final versions. The report shall document the work of the previous project tasks, provide background information, and the results of project tasks. The overarching deliverable for this research is a consolidated report describing the main research questions, employed methodologies, findings, and corresponding recommendations. Report development should be initiated as early as possible in the project course to ensure delivery of a high quality product. Contract staff shall have primary responsibility for the Methods and Results sections. The content of the Introduction should be determined based on discussions with the government project director, but contract staff should wait until after Subtask 3 has begun before drafting the Introduction as data collection may influence content of the section. With regard to the Discussion and Recommendations, the government project director will take primary responsibility, but contract staff should provide initial input. Contract staff shall also prepare a set of slides providing a high-level summary of the study that is suitable for briefing stakeholders.

Deliverables

The table below depicts the high-level project tasks and deliverable anticipated for this project. All documents produced for this research initiative shall be formatted and edited, by contract staff, to meet PERSEREC requirements, to include information provided in the PERSEREC style guide.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule	1 month from award
Deliverable 2: Final report w/ peer reviewed revisions	2 weeks before end of POP
Deliverable 3: Slide deck	1 week before end of POP

Personnel

Contract staff will preferably include one or more individuals with familiarity with PERSEREC work on supervisor reporting. Please include your labor/skill mix in your technical proposal (labor category and projected hours).

All contractor personnel (except the administrative support staff) shall have:

1) excellent verbal and written communication skills;
2) experience successfully analyzing both qualitative and quantitative data; and
3) be adept in principles of project management.

Period of Performance

Work must be completed within 12 months of contract award.

Place of Performance

It is anticipated that at least 50% of the work by contractor personnel will be performed at DoD Center, Seaside, CA.

Contractor Travel

The following travel has been identified for this effort but is subject to change:

Number of trips	***Duration***	***Location***	***Purpose***
3	4-5 days	Monterey, CA to NCR	SME interviews and briefings

Task 7. Optimizing P&R’s Implementation of Mandatory Prevention, Assistance, and Response (PAR) Capabilities

The Defense Personnel and Security Research Center (PERSEREC), Office of People Analytics (OPA), requires research assistance to optimize P&R’s design and implementation of the mandatory Prevention, Assistance, and Response (PAR) Capabilities.

Project Background

The February 2, 2017 Deputy Secretary of Defense Memorandum titled, “Final Implementation Actions of Fort Hood Recommendations: Managing Risk of Potentially Violent Behavior through Prevention, Assistance, and Response (PAR) Capabilities” established policy, prescribed procedures, and assigned responsibilities for implementing PAR capabilities. PAR capabilities are intended to provide commanders and civilian leaders with options to address personnel who are at risk of violent behavior, regardless of whether or not these individuals hold a sensitive position or have been granted eligibility for access to classified information.

Many organizations, including PERSEREC, have published recommendations to prevent workplace violence based on studies of past incidents (i.e., “known bad” population). What is unclear, however, is whether or not any of these recommendations actually work. PAR capabilities are unfunded, and so it is critical to provide commanders and civilian leaders with the best available information in order to prevent and mitigate attacks.

For the purpose of this project, workplace violence is defined as “murder or other violent acts by a disturbed, aggrieved employee or ex-employee against coworkers or supervisors”.[3]

This project will result in a final technical report and supplemental brochure.

Project Initiation and Maintenance

The project will kick off with a team meeting co-led by the contracting team leader and the government project director (PD). This meeting will be attended by all project personnel, to include at least one representative from the contracting team’s management staff. The purpose of this meeting is to discuss the goals of the project, the timeline, required outputs, and the division of labor between the contracting team and PD. The results of this discussion will be documented in a detailed project schedule due to the PD within one month of contract award.

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[3] Rugala, E. A., & Isaacs, A. R. (2003). *Workplace violence: Issues in response*. Quantico, VA: Critical Incident Response Group, National Center for the Analysis of Violent Crime, FBI Academy.

During the kick-off meeting, the team also will agree on a schedule of meetings with the PD. Regardless of meeting plans, contract staff will submit brief weekly updates to the PD that include the project status and any action items.

Subtask 1: Subject Matter Expert Interviews

The PD will lead subject matter expert interviews (SME) with members of paramilitary law enforcement organizations that have not experienced a high-impact, low-frequency workplace violence incident (i.e., "known good" population) and are comparable with DoD Components that have experienced such events (i.e., "known bad" population).[4] The PD also might engage with SMEs from organizations that recovered from a workplace violence incident and have prevented future events. These comparisons are intended to identify violence prevention strategies that have been effective to date.

The PD will conduct interviews with up to nine leaders of paramilitary law enforcement organizations to distinguish effective workplace violence prevention policies, practices, and programs. The PD also will conduct SME interviews with DoD representatives to collect their opinions on proposed recommendations to prevent workplace violence.[5]

The PD will identify SMEs,[6] schedule interviews, and produce field notes. The contracting team will help identify potential SMEs, provide feedback on the interview protocol(s), and provide feedback on the PD's notes. One member of the contracting team will attend all of the SME interviews. At least two members of the contracting team will produce a content analysis of the SME interview notes.

Subtask 2: Technical Report

The contracting team will write the first draft of the following Technical Report sections: Abstract, Executive Summary, Method, and Recommendations. The PD will write the Introduction and Results sections, and the contracting team will provide feedback, as necessary.

Subtask 3: Brochure

The contracting team will produce a brochure that summarizes the Technical Report. This brochure will be a publicly-available electronic educational resource that can be downloaded.

Deliverables

The table below lists the project deliverables. All documents produced for this project will be formatted and edited by the contracting team in accordance with the PERSEREC Style Guide.

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[4] Eight DoD workplace homicide incidents occurred between 2009 and 2016. Of those, six were perpetrated by military personnel.

[5] DoDM 8910.01, Vol 1, Enclosure 3, 1.b (9), "recommendations or evaluations as to proposed plans, policies, procedures, organizations, missions, publications, agenda, curriculums, or courses of action" are not considered DoD internal information collections.

[6] This project will be briefed to members of three sub-committees of the International Association of Chiefs of Police during the October 2018 annual conference.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of contract award
Deliverable 2: Project Schedule	Within 1 month of contract award
Deliverable 3: Technical Report (Abstract, Executive Summary, Method, Recommendations)	Within 11 months of contract award
Deliverable 4: Brochure	Within 11 months of contract award

Personnel

The contracting team leader will be located in Seaside, California. At least one member of the contracting team must be knowledgeable about interpersonal violence.

Period of Performance

The period of performance for this order is 12 months from the date of contract award.

Contractor Travel

The following travel has been identified for this effort but is subject to change:

Number of trips	*Duration*	*Location*	*Purpose*
3	3-5 days	TBD	Recruit SMEs/Attend SME interviews

ORDER FOR SUPPLIES AND SERVICES			IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGE(S)		
1. DATE OF ORDER 09/23/2019	2. ORDER NUMBER 47QFPA19F0100		3. CONTRACT NUMBER GS09Q16BHD0002	4. ACT NUMBER A74158548		

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*	8. TYPE OF ORDER	REFERENCE YOUR
Therese Pena NORTHROP GRUMMAN SYSTEMS CORPORATION 2340 Dulles Corner Blvd Herndon, VA 20171-3400 United States (703) 205-3100	B. DELIVERY	
	Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.	
	This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.	
	C. MODIFICATION NO. P00000 TYPE OF MODIFICATION:	AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER	9B. CHECK, IF APPROP WITHHOLD 20%	
[redacted]		Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION	10B. TYPE OF BUSINESS ORGANIZATION
Contracts and Grants	C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*	12. REMITTANCE ADDRESS *(MANDATORY)*	13. SHIP TO*(Consignee address, zip code and telephone no.)*
GSA Region 09 Rebecca A Longo 333 W Broadway Suite 950 SAN DIEGO, CA 92101-0000 United States (619) 557-5118	NORTHROP GRUMMAN SYSTEMS CORPORATION P.O. BOX 88830 CHICAGO,IL 60695-1830 United States	David A Richmond 400 GIGLING ROAD SEASIDE, CA 93955-6771 United States 831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE	15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
David A Richmond 400 GIGLING ROAD (DMDC) SEASIDE, CA 93955-6771 United States	Dora L. Gayden GSA Region 09 9988 Hibert Street, Suite 204 San Diego, CA 92131-0000 United States (619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE 09/26/2020	19. PAYMENT/DISCOUNT TERMS
Destination			NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09190096

2. Task Order 20: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for REACH Field Test. Northrup Grumman's revised technical proposal and price quotation dated September 13, 2019 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Firm Fixed Price Labor (0001) and Travel (0002) and Other Direct Costs (0003) COST. FFP Labor CLIN will be billed in equal monthly installments, Travel and Other Direct Costs CLINs will be billed monthly, as incurred.

3. Period of Performance: 9/27/2019-9/26/2020

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: [redacted]
Funded

CLIN 0002:Travel
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded

CLIN 0003:Other Direct Costs
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the

appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	Travel	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0003	Other Direct Costs	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)* Defense Manpower Data Center Seaside, (408) 583-2400		**TOTAL From 300-A(s)**	
22. SHIPPING POINT Specified in QUOTE	23. GROSS SHIP WT.	**GRAND TOTAL**	**$338,164.25**
24. MAIL INVOICE TO: *(Include zip code)* General Services Administration (FUND) The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).	25A. FOR INQUIRIES REGARDING PAYMENT CONTACT: GSA Finance Customer Support	25B. TELEPHONE NO. 816-926-7287	
	26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)* Rebecca A Longo	26B. TELEPHONE NO. (619) 557-5118	
	26C. SIGNATURE Rebecca A Longo 09/23/2019		
GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**	**GSA** FORM **300** (REV. 2-93)	

Date: 08/07/2019

Response Request by: NLT 8/21/2019

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: REACH Field Test - ID09190096

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of Threat Lab Research 2.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start no later than September 25, 2019.

TASK ORDER TYPE
The task order shall be firm-fixed price.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task

(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the

Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not-to-exceed amount of $28,000 is designated for travel on this task order.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

<u>OTHER INFORMATION:</u>

The Offeror is instructed to submit by August 14, 2019 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov.

The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

Increasing Help Seeking among Military Personnel:

Resources Exist and Can Help (REACH) Field Test

ID09190096
Performance Work Statement Amendment 2

Dated: September 11, 2019

Background
The Defense Personnel and Security Research Center (PERSEREC), a division of the Office of People Analytics (OPA), requires research assistance with executing a field test of a facilitator-led training entitled Resources Exist and Can Help (REACH). REACH was developed by OPA in FY19 in order to provide a setting for the discussion of barriers to behavioral health (BH) help seeking for military personnel, address barriers to care with evidence, and enable Service members to practice core components of help seeking behavior. It is critical to evaluate REACH's effectiveness before it is implemented across the Department of Defense. The field test will use a representative sample of Service members with respect to Service branch, military occupational specialty (MOS), and rank and will evaluate participants' reactions to REACH, learning outcomes, and intentions for future help seeking behavior.

The Contractor shall:

Task 1: Coordinate and attend project kickoff meeting, weekly status update meetings, stakeholder coordination meetings~~in-progress review meetings~~, and final briefing meetings.

Subtask 1.1. Develop meeting agendas.

Subtask 1.2. Select weekly meeting dates in coordination with government project director and other stakeholders, and email invitations.

Subtask 1.3. Take meeting notes and disseminate to attendees.

Task 2: Design a sampling plan and recruit participants.

Subtask 2.1. Conduct a power analysis to determine optimal representative sample size in respect to Service branch, MOS, and rank and design a sampling plan.

Subtask 2.2. Assist with identifying participating installations and manage participant recruitment. Conduct written and phone communication with installation leadership.

<u>Task 3:</u> Design a data collection protocol and prepare all materials required for data collection.

Subtask 3.1. Prepare all materials required for data collection to include any edits to the FY19 REACH slides and facilitator's manual, Military OneSource call audio recording(s), research questions, procedure script, risk protocol, and pre-training measures (e.g., attitudes toward help seeking and willingness to utilize resources such as Military OneSource) and post-assessment questionnaires (e.g., reactions, learning outcome measures, future help-seeking intentions, etc.). Data collection materials should evaluate both participant outcomes and facilitator outcomes (i.e., facilitator's ability to effectively deliver the REACH training).

<u>Task 4:</u> Conduct field test at pre-selected military installations, carry out data analysis, and make edits to REACH training materials.

Subtask 4.1. Deliver REACH training at pre-selected military installations and collect pre and post-outcome measures from participants.

Subtask 4.2. Create an analyzable data set and conduct analyses of closed-ended and open-ended responses using a mix of quantitative and qualitative methods. Data analyses should evaluate REACH's effectiveness, utility, ease of accessibility, completeness, and other key features. Analyses should provide outcome data for both training recipients and training facilitators.

Subtask 4.3. On the basis of field test results, develop a list of edits required to be made to the training slides and facilitator manual, and implement them.

<u>Task 5:</u> Prepare a final report and briefing materials.

Subtask 5.1. Prepare and format a final technical report in accordance with the PERSEREC template and process. The technical report shall describe the REACH field test background and research objectives, the methodology used, the research findings, and recommendations. Incorporate feedback received from the internal peer review and sponsor reviews into the final report. The report should provide the data, programs, and computational details necessary for replication and peer review.

Subtask 5.2. Prepare stakeholder briefing slides that include a round of edits from the government project director. The briefing slides should describe the study background, research questions, methodology, findings, and recommendations.

Deliverables

All written deliverables shall conform to PERSEREC standards for formatting and organization. Written products shall be edited for good grammar, punctuation and spelling. The writing shall be clear, concise and readily understood by non-technical readers.

DELIVERABLES	SUBTASK	DUE DATE
Deliverable 1: Sampling Plan.	2.1	2 weeks from start of period of performance
Deliverable 2: Data Collection Materials.	3.1	2 months from start of period of performance
Deliverable 3: Completed Data Collection.	4.1	8 months from start of period of performance
Deliverable 4: Completed Data Analysis.	4.2	10 months from start of period of performance
Deliverable 5: Revised REACH Materials based on Field Test Feedback	4.3	11 months from start of period of performance
Deliverable 6: Final Technical Report with Peer Review Edits Incorporated	5.1	12 months from start of period of performance
Deliverable 7: Final Stakeholder Briefing Slides	5.2	12 months from start of period of performance

Period of Performance

The period of performance for this order is 12 months, starting from date of award.

Place of Performance

It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

Personnel

Contract staff assigned to this project must be knowledgeable about military mental health, suicide prevention, and DoD training resources geared toward prevention of these outcomes. It is critical that the team lead, as well as the individual team members, possess academic training and experience in designing DoD program evaluation data collection instruments and evaluating training effectiveness in the field. It is required that all team members possess experience of working with military personnel. It is also required that at least one team member possess clinical psychology expertise. Contract staff must possess excellent verbal and written communication skills. Contract staff should provide a labor/skill mix in the technical proposal for this initiative to include labor categories and projected hours.

Other Direct Costs
The contractor shall provide light snacks for field test participants.

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Contractor Travel
The following travel has been identified for this effort but is subject to change:

Number of trips	***Duration***	***Location***	***Purpose***
~~10~~8	3-4 days	Various CONUS locations.	Data collection and stakeholder briefings.

ORDER FOR SUPPLIES AND SERVICES		IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGE(S)
1. DATE OF ORDER 09/24/2019	2. ORDER NUMBER 47QFPA19F0104	3. CONTRACT NUMBER GS09Q16BHD0002	4. ACT NUMBER A74158690

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
2340 Dulles Corner Blvd
Herndon, VA 20171-3400
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER	9B. CHECK, IF APPROP WITHHOLD 20%	Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.
(b) (4) [redacted]		

10A. CLASSIFICATION	10B. TYPE OF BUSINESS ORGANIZATION
Contracts and Grants	C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*	12. REMITTANCE ADDRESS *(MANDATORY)*	13. SHIP TO*(Consignee address, zip code and telephone no.)*
GSA Region 09 Rebecca A Longo 333 W Broadway Suite 950 SAN DIEGO, CA 92101-0000 United States (619) 557-5118	NORTHROP GRUMMAN SYSTEMS CORPORATION P.O. BOX 88830 CHICAGO,IL 60695-1830 United States	David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States 831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE	15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States	Dora L. Gayden GSA Region 09 9988 Hibert Street, Suite 204 San Diego, CA 92131-0000 United States (619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE 09/26/2020	19. PAYMENT/DISCOUNT TERMS
Destination			NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09190102

2. Task Order 23: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for DoDEA School Risk Assessment. Northrup Grumman's technical and price proposals dated September 20, 2019 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Firm Fixed Price Labor (0001). FFP Labor CLIN will be billed in equal monthly installments. Other Direct Costs and Travel CLINs will be billed monthly as incurred.

3. Period of Performance: 9/27/2019-9/26/2020

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: (b) (4) [redacted]
Fully Funded

CLIN 0002: Other Direct Costs
CLIN Type: COST
Total Amount: NTE (b) (4) [redacted]
Fully Funded

CLIN 0003:Travel
CLIN Type: COST
Total Amount: NTE (b) (4) [redacted]
Fully Funded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	Other Direct Costs	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0003	Travel	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$220,730.60**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/24/2019

GENERAL SERVICES ADMINISTRATION | **1. PAYING OFFICE** | **GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09190102 -DoDEA School Risk Assessment
Task Order 23
Request for Proposal

Date: 08/28/2019

Response Request by: NLT 9/12/2019

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09190102 - DoDEA School Risk Assessment

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of DoDEA School Risk Assessment

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start no later than September 27, 2019.

TASK ORDER TYPE
The task order shall be firm-fixed price and a NTE COST Travel CLIN.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.

(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor’s proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor’s proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed ceiling for travel in the amount of $62,400.00 is established for the twelve month base period.

The Offeror’s price proposal will not be rated. However, the Government shall evaluate the Offeror’s proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by September 5, 2019 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov.
The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

GS09Q16BHD0002 – ID09190102 -DoDEA School Risk Assessment
Task Order 23
Request for Proposal-Amendment 1

Date: 09/18/2019

Response Request by: NLT 9/20/2019

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09190102 - DoDEA School Risk Assessment

Ref: Contract GS09Q16BHD0002

This amendment is issued to provide PWS dated September 18, 2019 incorporating changes from discussions held and to extend the proposal due date to September 20, 2019.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement dated September 9, 2019

DoDEA School Risk Assessment
ID09190102, Task Order 23
Statement of Work

The DoD Education Activity (DoDEA) operates 164 schools around the world to educate over 73,000 military-connected children enrolled in pre-Kindergarten through 12th grade. The DoDEA Security Management Division has requested assistance from PERSEREC to review and compare DoDEA's force protection program against U.S. public school security best practices. The goal of this project is to make recommendations for improvement of DoDEA's force protection program to ensure the physical security of DoDEA school students, faculty and visitors.

The term "physical security" refers to physical measures designed to deny unauthorized access to school facilities, equipment and resources, and to protect school personnel, students and visitors from damage or harm.

The term "threat management" means strategies for controlling or containing a situation in order to prevent an attack, prevent and offer assistance to students and staff who may be possible targets, and provide support or guidance to the individual of concern. It includes policies and procedures for reporting and collecting information on school-related incidents such as threats, assaults, abuse, drugs, weapons, suicides, and conflicts. Threat management includes threat assessment, a fact-based process for evaluating behaviors to identify potentially dangerous or violent situations, to assess them, and to manage or address them. However, this statement of work does not include a review of threat assessment tools because DoDEA has already selected a threat assessment tool for use in their schools.

The term "post-crisis family reunification" means the reunification of incident evacuees and survivors with their families and friends. It includes plans and procedures for updating family members and arranging reunification, facilitating the retrieval of personal belongings from the scene of the incident, and coordinating vigils and memorial services for victims of the incident.

The term "mental health prevention" includes policies, procedures and tools for prevention, early identification and management of mental illness. It includes options for building a climate and culture of safety, respect, trust, and emotional support at the school (e.g., school culture and climate assessments, bullying prevention programs, peer mediation, character education). Mental health prevention also includes student and teacher training and awareness of the symptoms of mental illness, accessibility of student support services, and the ability to refer a student to a network of mental health service providers.

Major tasks in this effort include: (1) conducting literature reviews to identify evidence-based best practices for school security, threat management, post-crisis family reunification, and mental health prevention; (2) reviewing DoDEA policies and procedures and comparing them with best practices to determine the extent to which they are covered; (3) conducting site visits at six schools to gain an understanding of DoDEA security and to identify potential hazards; (4) interviewing DoDEA staff to validate identified security processes, obtain additional information, and discuss potential remediation; and (5) write a report and provide a briefing that identifies potential vulnerabilities in DoDEA's school physical security and provides recommendations for managing identified vulnerabilities.

The Contractor shall:

Subtask 1. Kick Off and Weekly Updates

Initiate the project with a kickoff meeting led by the contracting project manager and attended by all project personnel, to include the government project director, within 1 week of the beginning of task modification. Establish project goals, timeline, and deliverables for government review and acceptance. Submit brief weekly updates with the current project status and action items.

Prior to completing Subtask 2 and prior to conducting the site and facilities inspections (Subtask 4), the subcontractor responsible for conducting site visits and a member of the Contractor project team shall meet with DoDEA Security Management Division staff and potentially other stakeholders in the Mark Center in Alexandria, VA, to receive background information and to discuss expectations for the site visits.

Subtask 2. Identify Evidence-Based Best Practices in U.S. Public Schools

Conduct an extensive literature review to identify: 1) public school evidence-based best practices for physical security for pre-kindergarten through 12th grade (pre-K-12), and 2) identify best practices for threat management, student-family, reunification procedures, and mental health prevention. This review will include, but not be limited to, government, academic, and private sector publications, articles, and reports (up to 90 sources). The contracting team will save all reviewed documents to an electronic shared folder accessible to the Project Director.

Describe each best practice, with references and a short paragraph to explain the rationale behind the best practice. For each best practice listed, include criteria that can be used to determine the level of compliance. Document this information in a matrix so that it can be easily compared with DoDEA policies and procedures and used during the site visits.

Subtask 3. Review and Compare DoDEA Security Assessment, Policies, Practices and Instructions

Review DoDEA policies, procedures, instructions and assessments related to school physical security to include but not limited to:

1. USD P&R Directive Type Memorandum "Ensuring the Safety, Security, and Protection of Our Students and Staff in Department of Defense Education Activity Schools,"
2. DoDEA Task Order 001-2018, "Protection of Students and Staff,"
3. DoDEA's Draft Initial School Security Assessment,
4. DoD Instruction 2000.12 "DoD Antiterrorism Program" and Volume 1 of DoD Instruction 2000.16, "DoD Antiterrorism Program Implementation: DoD Antiterrorism Standards,"
4. All DoDEA Administrative Instructions and other DoDEA Issuances that are part of the DoDEA force protection, or have a impact on the security of the school or protection of the students,
5. Individual school assessments in response to DoDEA Task Order 001-2018, "Protection of Students and Staff"
6. DoD Instruction 6055.17, “DoD Emergency Management program”

Compare DoDEA policies, instructions and practices to the public school evidence-based best practices identified in Subtask 2 for public schools. Determine whether or not each of the best practices is specified in DoDEA policy and procedures. If a public school best practice is specified in DoDEA policies or procedures, reference the specific document(s) and section(s) and document the degree to which the DoDEA policy or procedure aligns with each identified public school best practice (in the matrix document from Subtask 2). Indicate the criteria used to determine the level of agreement between DoDEA's policies and procedures, and each best practice from Subtask 2. Produce a matrix documenting the detailed results of this analysis along with recommended options for strengthening physical security. Incorporate feedback received from the sponsor review into the final version of the matrix. The matrix should be suitable for printing and for inclusion in the final research document as an appendix or secondary volume.

Subtask 4. Conduct Site Visits

In coordination with DoDEA Headquarters SMD, schedule site visits at six DoDEA schools, two schools per region (DoDEA Pacific, DoDEA Europe, and DoDEA Americas). DoDEA Headquarters SMD will select the schools to visit.

Based on best practices for physical security identified in Subtask 1, prepare a checklist of security features to be reviewed. Features should include but not be limited to: Conduct site visits of six DoDEA schools to examine various security controls, systems, signage, and to identify potential hazards. Record findings regarding the site visit of each feature and identify all physical security gaps or hazards, and suggested remediation. Incorporate results and recommendations from the site visits into the final product.

Subtask 5. Conduct a Debriefing of School and Security Force Leadership

Conduct a debriefing for each site visit. The DoDEA Designated Official, Regional Force Protection Officer, District Force Protection Officer, other DoDEA personnel as appropriate, and installation force protection personnel (as appropriate) will be debriefed on observations within 15 business days of completing the site visit of the school. Following the debriefing, provide a copy of the record of the site visit to the participants for review, describe findings and suggested follow up actions, and provide opportunity for questions and comments. Record meeting notes to include any comments, questions or suggestions from the participating DoDEA and District Force Protection participants.

Subtask 6. Validate Findings with DoDEA Security Management Division Staff

Provide the DoDEA Headquarters SMD staff with the opportunity to review the results of the best practices comparison and results of the site visits. Schedule up to two meetings with DoDEA Headquarters SMD staff to discuss their feedback on the findings and suggested recommendations. Take meeting notes and, within one week, distribute notes to DoDEA Headquarters SMD staff for concurrence.

Subtask 7. Management Report and Briefing Materials

Prepare a 10 to 20 page management report and a set of briefing slides. Prepare and format these deliverables in accordance with the PERSEREC template and process. The management report shall include the background and objectives, the methodology used, a summary of the findings (based upon the comparison to best practices and the site visits), a discussion of potential options for mitigation, and recommendations for DoDEA policies and practices. The matrix developed in Subtask 2 will be referenced in the report and either included in the Appendix or as an addendum. Incorporate feedback received from the internal peer review and, time permitting, sponsor reviews into the final management report in collaboration with the government project director.

Prepare briefing slides reflecting the background, research questions, findings, implications and recommendations. The briefing slides and final report shall be suitable for an audience which includes DoD and other federal personnel security policy makers and operational support staff. The final report and briefing slides are intended to support recommended improvements to the DoDEA security and force protection policies and practices. The contractor staff shall participate in an in person briefing of the findings and recommendations with DoDEA and selected stakeholders in the National Capital Region.

Overall Project Support

In addition to tasks specific to the research, PERSEREC requires contractors to perform the following activities:

1) Tasks may involve meeting coordination to include: scheduling, visitor parking reservations through building security; assisting with desk reservations for non-resident staff; coordinating and preparing agendas and read-ahead materials for meetings; drafting briefing slides, meeting minutes and action items; assisting with setting up audio and video for meetings; electronic documentation control; sign-in and sign-out of visitors; escort visitors.
2) Take, obtain government approval for, and distribute meeting minutes in a format specified or approved by the government. The contractor shall provide detailed meeting minutes within seven business days of the meeting. Contract staff shall send detailed notes taken during the interview for review to participants, and subsequently incorporate SME edits and feedback into the updated notes.

Deliverables

All written deliverables shall conform to PERSEREC standards for formatting and organization. Written deliverables shall be edited for good grammar, punctuation and spelling. The writing shall be clear, concise and readily understood by non-technical readers.

DELIVERABLES	SUBTASK	DUE DATE
Deliverable 1: Weekly progress update notes	1	Weekly
Deliverable 2: Management Report with peer reviewed revisions incorporated	7	8 months from start of period of performance

DELIVERABLES	SUBTASK	DUE DATE
Deliverable 3: Briefing slides	7	8.8 months from start of period of performance
Deliverable 4: Final Management Report with sponsor edits incorporated	7	9 months from start of period of performance
Deliverable 5: In person briefing with sponsor and stakeholders	7	9.5 months from start of period of performance

Personnel

Contract staff shall have knowledge of physical security for schools pre-K-12, understand how to conduct research to include literature/policy review and comparison, and must be able to brief and prepare professional documentation of the research conducted. At least one member of the team conducting the site visits shall have extensive experience and training in security risks at schools. A current passport will be required for international travel. Please include your labor/skill mix in your technical proposal (labor category and projected hours).

Contractor personnel with access to DoD facilities, systems and/or personally identifiable information must be properly vetted at the IT2 level.

Contractor Travel

Contractor costs for Government authorized travel are included in this contract. All travel shall be in accordance with FAR 31.205-46 and applicable travel regulations (Joint, Federal or Standardized). Pre-approval by the COR must be obtained prior to travel. Contractor payment claims shall include applicable documentation to support actual costs incurred (e.g. airfare and hotel/lodging receipts) as well as any receipts valued at or above $75.00. Failure to provide appropriate documentation may result in loss of reimbursement of travel expenses.

The following travel has been identified for this effort but may be subject to change:

Deliverable	***Number of trips***	***Duration***	***Location***	***Purpose***
4, Subtask 1	2	2 to 3 days	NCR	Sponsor

3, Subtask 4	12	5 days	TBD – International and US travel	Site visits to include interviews
5, Subtask 7	4	2 to 3 days	NCR	Sponsor and stakeholder briefings

Period of Performance

The period of performance for this order is twelve (12) months following the date of contract award.

Place of Performance

It is anticipated that 40% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

ORDER FOR SUPPLIES AND SERVICES	IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGE(S)

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
09/20/2019	47QFPA19F0094	GS09Q16BHD0002	A21988978

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
2340 Dulles Corner Blvd
Herndon, VA 20171-3400
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER	9B. CHECK, IF APPROP WITHHOLD 20%	Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.
(b) (4) [redacted]		

10A. CLASSIFICATION	10B. TYPE OF BUSINESS ORGANIZATION
Contracts and Grants	C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO,IL 60695-1830
United States

13. SHIP TO *(Consignee address, zip code and telephone no.)*
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Dora L. Gayden
GSA Region 09
9988 Hibert Street, Suite 204
San Diego, CA 92131-0000
United States
(619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE 09/22/2020	19. PAYMENT/DISCOUNT TERMS
Destination			NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09190100

2. Task Order 22: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for An Operational Test of Social Media (PAEI) Vetting: Phase 2. Northrup Grumman's technical and price proposals dated September 13, 2019 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Firm Fixed Price Labor (0001). FFP Labor CLIN will be billed in equal monthly installments. Travel CLIN will be billed monthly as incurred.

3. Period of Performance: 9/23/2019-9/22/2020

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: (b) (4) [redacted]
Fully Funded

CLIN 0002:Travel
CLIN Type: COST
Total Amount: (b) (4) [redacted]
Fully Funded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	[redacted] (b) (4)	[redacted] (b) (4)
0002	Travel	1	lot	[redacted] (b) (4)	[redacted] (b) (4)

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$144,919.78**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/20/2019

GENERAL SERVICES ADMINISTRATION | **1. PAYING OFFICE** | **GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09190100 - An Operational Test of Social Media (PAEI) Vetting: Phase 2
Task Order 22
Request for Proposal

Date: 08/27/2019

Response Request by: NLT 9/10/2019

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09190100 - An Operational Test of Social Media (PAEI) Vetting: Phase 2

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of DSPO Slogan and Video Development.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start in no later than September 27, 2019.

TASK ORDER TYPE
The task order shall be firm-fixed price.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if

applicable.

(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will

be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are

excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by September 4, 2019 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov.
The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

An Operational Test of Social Media (PAEI) Vetting: Phase 2
ID09190100, Task Order 22
Performance Work Statement

As the Department of Defense (DoD) resumes responsibility for its own personnel security background investigations, it is working to transform the investigative process. The Internet is a useful domain for data acquisition and will likely enhance the breadth and quality of personal information associated with clearance applicants and covered personnel. The Office of the Under Secretary of Defense, Intelligence (OUSD(I)) is developing a phased approach to integrating social media checks into the personnel security background investigation. For the purposes of this work statement, the term "social media" is equivalent to the term the department is formally using, "Publicly Available Electronic Information", or PAEI. Social media checks will begin in FY19 on two small groups of DoD's covered personnel.

Social media checks will be conducted by a vendor of OUSD(I)'s choosing. The scope (e.g., 7 years of history) of these checks will be determined in consultation with OUSD(I). Social media checks will include retrospective reports and continuous evaluation (CE). PERSEREC will provide the vendor with the social media business rules developed on behalf of the PAC PMO in FY 17, and, work with all stakeholders to revise these business rules, as necessary, throughout the life of the project.

PERSEREC requires the following administrative and analytic support:
(1) Research assistance and analytic support for operational testing:

a. Code, in an automated fashion, social media information associated with subjects in the samples
    i. Frequencies of issue data
    ii. Unique contribution of social media information
    iii. Productive of sources
    iv. Comparison with SF-86 data (pre-coded) on DMDC sample
    v. Additional relevant analyses
b. Update Social Media Business Rules
c. Interview VROC analysts, background investigators, adjudicators, and Federal Vetting Center staff, at the conclusion of this effort.

The contractor shall…

Project Initiation and Maintenance

Schedule an initial team meeting led by the contracting team leader and attended by all project personnel to include the government project director. The purpose of this meeting is to outline the project goals, timeline, documents, and deliverables for government review and confirmation. The results of this discussion shall be documented in a detailed project schedule within one month of the start of the project. The project schedule shall include agreed upon strategies for task accomplishment and the timeline for submission of project documents and deliverables. During the kick-off meeting, the team shall also agree on a schedule of meetings with the government project director. Regardless of meeting plans, contract staff shall submit brief weekly updates to the government project director on current project status and necessary action items.

Subtask 1. Code Social Media Results on all samples. DMDC Sample: Compare to SF-86 Data (n=500)

(1) Automatically code social media results on all subjects in the samples; use previously developed coding scheme and codebook from (2016 OUSDI Social Media Study).
(2) Test the following hypotheses:
   a. PAEI will provide the most adjudicatively relevant and actionable results when conducted on subjects who identify foreign influence and foreign preference-related information on the Standard Form 86, compared to those who do not report such information.
   b. PAEI will provide the most adjudicatively relevant and actionable results when conducted on subjects who self-report any adjudicatively-relevant information on their SF-86, compared who do not report such information.
   c. Checks of PAEI can be conducted in lieu of neighborhood checks (DMDC Sample – SF-86 data coded during phase 1).

Subtask 2. Continuous Evaluation Results

(1) Integrate Vendor's and VROC's CE metrics into the results section of the report.

Subtask 3. Revise Social Media Business Rules

(1) Conduct up to five meetings with stakeholders to address business rules and discuss modifications. Document changes made to business rules.

Subtask 4. Life Cycle Evaluation

(1) Email questionnaires (developed during phase 1) to VROC and NBIB, and collect completed forms within two weeks of dissemination.
(2) SME Interviews: Conduct up to 5 interviews with case analysts, background investigators, adjudicators, Army, and relevant support team members at the Federal Vetting Center. The SME interview portion of the task will include the following types of assistance:

   a. Coordinating, participating, and attending these meetings in person or by teleconference. The meeting invite or agenda should include basic background information about the SMEs (name, title, affiliation/agency, and, as needed, other information that may impact the discussion)

b. Preparing interview notes and submitting notes back to SMEs (notes need not exceed 2-3 pages and should be returned to SMEs for review and agreement within 7-10 business days);
c. Consolidating SME input into a final version for internal reference and incorporation into the final report. This is to include documentation of key themes to be incorporated as part of project results.

(3) Analyze results of questionnaires and SME interviews. Summarize findings in text and using data visualization
  a. Impact on workflow at VROC, CAF, and NBIB; incremental costs of incorporating PAEI into the personnel security program, and identification of requirements for a future state system that includes receiving PAEI results from an outside vendor.

The final document for this sub-task shall be a consolidation of all interview guide(s) and final meeting notes to include actionable conclusions and supporting documents based on SME feedback. This document shall inform the development of the Method (75% completed during Phase 1) and Result report sections pertinent to this subtask.

Subtask 5. Vendor Evaluation

(1) Use metrics developed in Phase 1 to analyze vendor's capability.
  a. Integrate vendor's baseline metrics into report
  b. Assess how vendor's metrics align with VROC findings.

Deliverables

The table below depicts the high-level project tasks and deliverables anticipated for this project. All documents produced for this research initiative shall be formatted and edited by contract staff to meet PERSEREC requirements.

Note: Contract staff shall not be responsible for developing 1st drafts of the Introduction, Discussion, or Recommendation report sections. First draft development duties specific to these sections shall fall to the Project Director with the expectation that the contractor shall review and provide feedback on this material. Contractor staff shall be responsible for writing the Abstract, Executive Summary, Method and Result report sections, as well as the Reference section and Appendices. The Project Director and the contractor lead shall agree upon completion dates for these documents over the course of the project.

All written deliverables must conform to PERSEREC standards for formatting and organization. Written products must be edited for good grammar, punctuation, and spelling. The writing should be clear, concise, and readily understood by non-technical readers.

DELIVERABLES	TIMELINE
Deliverable 1: Detailed project schedule to include estimated dates for all subtask documents	11 month before end of POP
Deliverable 2: Relevant report sections w/ peer reviewed revisions	2 weeks before end of POP
Deliverable 3: Slide deck (not to exceed 20 slides)	1 week before end of POP
SENIOR MANAGEMENT REVIEW REPORTING	**TIMELINE**
Monthly SMR report detailing the work completed on the project and the number of labor hours charged	Monthly throughout POP

Personnel

Contract staff will preferably include one or more individuals with extensive knowledge of social media information and DoD's personnel security program. At least one contractor or personnel security consultant must have previous experience operationalizing social media information in a Federal government personnel security program. Please include your labor/skill mix in your technical proposal (labor category and projected hours).

All contractor personnel (except the administrative support staff) shall have:

(1) excellent verbal and written communication skills;
(2) experience successfully analyzing both qualitative data; and
(3) be adept in principles of project management.

Cybersecurity

(1) Contractor personnel with access to DoD systems and personally identifiable information must be properly vetted at the IT2 level.

Period of Performance

The period of performance will be September 23, 2019 through Sept 22, 2020.

Place of Performance

It is anticipated that 10% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

ORDER FOR SUPPLIES AND SERVICES

IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
09/09/2019	47QFPA19F0075	GS09Q16BHD0002	A21986187

FOR GOVERNMENT USE ONLY

5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
2340 Dulles Corner Blvd
Herndon, VA 20171-3400
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
(b) (4) [redacted]

9B. CHECK, IF APPROP WITHHOLD 20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION
VW. Contracts and Grants

10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO, IL 60695-1830
United States

13. SHIP TO *(Consignee address, zip code and telephone no.)*
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Dora L. Gayden
GSA Region 09
9988 Hibert Street, Suite 204
San Diego, CA 92131-0000
United States
(619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		09/22/2020	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09190079

2. Task Order 16: The Office of People Analytics¿ Defense Personnel and Security Research Center (PERSEREC) requires support for Threat Lab Research and Outreach #1. Northrop Grumman¿s technical and price quotation dated August 21, 2019 submitted in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Firm Fixed Price Labor (0001). FFP Labor CLIN will be billed in equal monthly installments. Travel and ODC COST CLINs will be billed monthly as incurred.

3. Period of Performance: 9/23/2019-9/22/2020

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: (b) (4) [redacted]
Fully Funded

CLIN 0002: Travel
CLIN Type: COST
Total Amount: (b) (4) [redacted]
Fully Funded

CLIN 0003: Other Direct Costs
CLIN Type: COST
Total Amount: [redacted]
Fully Funded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	[redacted]	[redacted]
0002	Travel	1	lot	[redacted]	[redacted]
0003	Other Direct Costs	1	lot	[redacted]	[redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)* Office of People Analytics, 831-583-2400		**TOTAL From 300-A(s)**	
22. SHIPPING POINT Specified in QUOTE	23. GROSS SHIP WT.	**GRAND TOTAL**	**$1,149,985.00**
24. MAIL INVOICE TO: *(Include zip code)* General Services Administration (FUND) The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).	25A. FOR INQUIRIES REGARDING PAYMENT CONTACT: GSA Finance Customer Support	25B. TELEPHONE NO. 816-926-7287	
	26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)* Rebecca A Longo	26B. TELEPHONE NO. (619) 557-5118	
	26C. SIGNATURE Rebecca A Longo 09/09/2019		
GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**	**GSA** FORM **300** (REV. 2-93)	

GS09Q16BHD0002 – ID09190079 - OUSDI #1 The Threat Lab
Request for Proposal

Date: 07/31/2019

Response Request by: NLT 8/14/2019

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: OUSDI #1 The Threat Lab - ID09190079

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of OUSDI #1 The Threat Lab.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start in no later than September 25, 2019.

TASK ORDER TYPE
The task order shall be firm-fixed price and reimbursable travel COST CLIN and ODC clin.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if

applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will

be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed ceiling for travel in the amount of $50,400 is established for the 12 month period of performance. A not to exceed ceiling for Other Direct Costs in the amount of $25,000 is established for the 12 month period of performance.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by August 7, 2019 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

GS09Q16BHD0002 – ID09190079 - OUSDI #1 The Threat Lab
Task Order 16
Request for Proposal-Amendment 1

Date: 07/31/2019

Response Request by: NLT 8/21/2019

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: OUSDI #1 The Threat Lab - ID09190079

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of OUSDI #1 The Threat Lab.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months. The base period of performance is anticipated to start in no later than September 25, 2019.

TASK ORDER TYPE
The task order shall be firm-fixed price and reimbursable travel COST CLIN and ODC clin.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement

(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor’s proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor’s proposal and must be executed by the Contracting Officer before

work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed ceiling for travel in the amount of $50,400 is established for the 12 month period of performance. A not to exceed ceiling for Other Direct Costs in the amount of $25,000 is established for the 12 month period of performance.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by August 7, 2019 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

OUSD(I) #1 – The Threat Lab Research, FY19
Performance Work Statement
ID09190079

PERSEREC established The Threat Lab in 2018 to execute the DoD Insider Threat Program's vision to integrate the social and behavioral sciences into the mission space. The Threat Lab requires assistance with research, outreach, and marketing tasks identified by the DoD Insider Threat Program Director, Office of the Under Secretary of Defense for Intelligence (OUSD[I]), as critical to the counter-insider threat mission.

The contractor shall…

Task 1: The Future of Insider Threat

Identify and partner with a futures studies organization (FSO) to produce a long-range scan of relevant forces, practices, and scenarios that have the potential to disrupt the forces that motivate DoD personnel to act with integrity, maintain well-being, and align their values with those of the organization. Specifically, this project will gather evidence and insights from a broad range of subject matter experts (SME) to identify tangible principles and best practices to create a DoD workplace environment and culture to support and enhance the DoD Insider Threat Program's efforts to deter, prevent, detect, and mitigate concerning behavior without compromising organizational and individual morale, well-being, and trust. This long-range scan will analyze present-day, emerging, and anticipated developments in behavioral science, neuroscience, security, information collection and sharing, and other relevant domains that may pose new opportunities and risks over the next 10 to 20 years.

This project is divided into four phases. During the first phase, the contracting team shall oversee the FSO's design and execution of an initial workshop. This workshop shall bring together stakeholders from DoD's Insider Threat Program and associated groups to align on the project's goals, SMEs, deliverables, and timeline. Workshop participants will share relevant internal research and suggest the future forces that will affect the future of organizational and individual well-being, integrity, and value alignment. The workshop shall achieve the following objectives:

1) Immerse the DoD Insider Threat Program's internal stakeholder team in a broad range of future possibilities that have the potential to transform and disrupt organizational and individual well-being, integrity, and values;
2) Identify existing assumptions and knowledge gaps, as well as targeted areas and SMEs who could contribute insights to this project; and
3) Identify and align on the desired audience for the deliverables, the format for all deliverables, and any secondary goals for the project.

During the second phase, the contracting team shall oversee the FSO's data collection efforts. The data collection shall include a review of relevant, unclassified, open source multidisciplinary literature along with outreach to SMEs. Upon approval from the government, FSO personnel shall interview and collaborate with SMEs to deepen and broaden the information gathered in the literature review. A focused effort shall be made to identify and recruit SMEs who may be able to extend the reach and effect of this project and its findings into academic and professional communities.

During the third phase, the contracting team shall oversee the FSO's design and execution of a second workshop. This workshop shall bring together stakeholders from DoD's Insider Threat Program and associated groups to discuss preliminary findings. The workshop shall achieve the following objectives:

1) Present initial findings for potential inclusion in final deliverables;
2) Identify pathways for additional exploration and refinement during the period of performance;
3) Align on a macro-level outline for the final deliverables; and
4) Identify external collaborators whose work may add value to the project and whose communities might be interested in sponsoring independent publication and/or circulation of the deliverables.

During the fourth phase, the contracting team shall oversee the FSO's design and execution of the final deliverables. The deliverables shall synthesize and communicate the research findings to the DoD Insider Threat Program and its stakeholders. All deliverables will be issued by the FSO and comply with the FSO's standards for public release.

The first deliverable is a written report and a complementary PowerPoint slide deck, both of which shall be designed to clearly present the project's conclusions and recommendations. The second deliverable is a visualization of the long-range scan of domains that pose new opportunities and risks over the next 10 or 20 years. The third deliverable is an animated video that explains the project's conclusions and recommendations. This video shall be no longer than five (5) minutes in length and shall meet all technical requirements to ensure that it can be posted as-is to either the CDSE website or the CDSE's YouTube channel as a publicly-available resource.

Project Initiation and Maintenance

The FSO is responsible for securing any necessary approvals for the above-listed tasks (i.e., IRB review, legal review). The project shall kick off with a team meeting led by the government. This meeting shall be attended by all project personnel, to include at least one representative from the contracting team's management staff. The purpose of this meeting is to discuss the goals, the timeline, required deliverables, and the division of labor among the contracting team, the FSO, and the government.

During the kick-off meeting, the participants shall set a schedule of meetings with the government. Regardless of meeting plans, the project's leader shall submit brief weekly updates to the government that include the project's status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Report	Within 12 months of start of PoP
Deliverable 4: PowerPoint Slide Deck	Within 12 months of start of PoP
Deliverable 5: Visualization	Within 12 months of start of PoP
Deliverable 6: Video	Within 12 months of start of PoP

Personnel

The contractor shall assign one team leader for this task who is either a member of the contracting team or the FSO staff. This team leader will be responsible for interfacing with the government. There is no eligibility requirement for personnel, but all personnel assigned to this task must be United States citizens.

The FSO must fulfill the following criteria:

- A minimum of ten (10) years' experience in the field of futures studies;
- Demonstrated understanding of the DoD population through work experience that directly supported the United States military, DoD civilian population, DoD contractor population, and/or members of the Intelligence Community;
- Demonstrated experience in providing military or civilian leaders with written and verbal recommendations;
- Demonstrated ability to identify and recruit subject matter experts in the government, academic, and industrial sectors; and
- Be headquartered in the United States.

Contractor Travel

The government has identified the following travel for this task, which is subject to change pending the needs of the project.

Number of trips	*Duration*	*Number of People*	*Location*	*Purpose*
3	3 days	4	NCR	Project Briefings, Workshops

Task 2: Outreach & Engagement

The objective of this task is to provide strategic communication, marketing, and outreach support services to The Threat Lab.

The contractor shall…

Sub-Task 2.1: Strategic Communications Plan

Design and develop a strategic communications plan (hereinafter, "plan") to maximize stakeholder awareness of The Threat Lab, and ensure that The Threat Lab's research programs, training and awareness artifacts, and outreach efforts are integrated and oriented toward this communications effort. Based on The Threat Lab's organizational mission and goals, the plan shall: identify and profile the target audience(s); develop compelling and relevant messages; identify communications channels across multiple platforms; identify the most effective activities, events, and/or materials to carry the messages; and identify strategic partnerships and collaborations. The final plan shall include: a list of all relevant activities, the steps required for each activity, a budget estimate for each step, a staffing needs assessment, and a proposed timeline.

Sub-Task 2.2: 2020 Summit

Plan, execute, and report on the 2020 Insider Threat Research Summit (hereinafter, "Summit") to be held in the summer of 2020. The Summit will be co-hosted by an industry partner, which the government will select, and will take place in the co-host's facility in or around San Jose, California. There is no fee to register for the Summit; attendees will be responsible for their own transportation and lodging costs. Note that conference space, food and beverage, audio-visual equipment and services, and sleeping rooms are neither requested nor required as part of this sub-task.

Planning: Once the government selects a final date for the Summit, the contracting team shall develop a working outline and timeline to ensure the Summit is executed efficiently.

Speakers & Agenda: The government will lead the content and agenda development with input from the contracting team. The contracting team shall assist the government with identifying potential speakers, drafting emails and other promotional materials. The government will recruit appropriate speakers and determine their lineup in the schedule.

Logo: The government will provide the contracting team with a theme for the 2020 Summit. The contracting team shall present the government with three (3) options for a Summit logo. The government will select the final logo and the contracting team shall use the approved logo design in event marketing material, website design, banners, signage, and other conference materials.

Event Marketing: The government has the primary responsibility for inviting international and domestic government, academic, and industrial personnel to attend the Summit. The government will promote the event to its target audience. After the government sends the initial invitation, the contracting team shall follow up with invitees with periodic reminders to maximize registration.

Website Development and Maintenance: The contracting team shall design and maintain an interactive, government-approved web page for the Summit. The government shall provide any text and photos to be used on the website. The website shall be hosted on the contracting team's server and provide SSL encryption for online attendee registration. The website shall include, but not be limited to: an overview of the Summit, agenda, hotel information, transportation information, and a registration component. The contracting team shall update the website on a continual basis or as required by the government.

Online Registration and Reporting: The contracting team shall handle technical issues with pre-registration for the Summit. Online registration shall be available upon government approval of the website and no later than 10 weeks prior to the Summit. The contracting team shall provide weekly registration reports to the government, and the government will review and approve any changes to posted information before the contracting team implements new language.

Speaker Acknowledgments: With government approval, the contracting team shall procure mementos for the speakers. These mementos will be distributed by government staff during the Summit to acknowledge speaker contributions.

Summit Staff & Support: The contracting team shall provide personnel to staff and execute the registration desk at the Summit, which will be three (3) to four (4) days in length depending on site availability. No last minute, walk-in registration/attendance will be allowed. The contracting team also shall work with the industrial co-host to ensure that the speakers' presentations are preloaded onto the facility's IT equipment, and gather session evaluation sheets at the end of each day.

Event Materials: Using the previously approved logo and with government approval, the contracting team shall design and print a conference banner. This banner shall have the conference theme, logo, location and date of the Summit, and be the appropriate size for the presentation room. The contracting team also shall print, assemble, and distribute a program guide and program items to registered attendees at the time of check-in and during the Summit, as required. The program guide shall contain, at a minimum, The Threat Lab's and co-host's mission and vision; a welcome announcement; general information – OPSEC, Summit badging, etc.; agenda with daily tear sheets (or some artifact for easy agenda/schedule reference); session descriptions with speaker and room location information; speakers bios; session evaluation forms; and local medical and emergency information.

Signage: The contracting team, with guidance and approval from the government, shall design, print, and mount all signs/posters for the Summit including signs to direct attendees to the Summit space.

Post-Conference Report & Wrap-Up Session: The contracting team shall meet with the government after the Summit to de-brief. The contracting team shall provide a post-Summit report that identifies the areas of success and opportunities for improvement, as well as lessons learned. The contracting team shall post applicable Summit materials to the website with secure access.

Sub-Task 2.3: The Quarterly Threat Lab Newsletter

Design and publish a professional-quality, printable quarterly unclassified newsletter targeted toward an operational audience that highlights current social and behavioral science research in the counter-insider threat mission space. The government will gather the source material for this newsletter, and will provide it to the contracting team via an unformatted, black-and-white, text-only Word document. The final newsletter shall be delivered as PDF. This Newsletter shall be branded as a product of The Threat Lab. The newsletter shall be between 5 and 7 pages in length, double-sided (10-14 single pages).

Sub-Task 2.4: The Semi-Annual Threat Lab White Papers

Design and publish two professional-quality, printable, unclassified white papers targeted toward an operational audience. The government will provide the source material for the white papers, and will provide it to the contracting team via an unformatted, black-and-white, text-only Word document. The final newsletters shall be delivered as a PDF. Each white paper shall be 1 page in length, double-sided. The White Papers shall be branded as products of The Threat Lab.

Sub-Task 2.5: Update Electronic Phonebook

Update the FY19 Threat Lab Phonebook, a professional, printable resource for undergraduate and graduate students who are pursuing research related to the counter-insider threat mission. The FY20 Phonebook contains contact and biographical information for insider threat subject matter experts (SME) who have volunteered to participate. The government will recruit volunteers for the FY20 Phonebook and ensure that any disclaimer language included in this Phonebook is approved by OGC. The contracting team shall contact everyone listed in the FY19 Phonebook to a) confirm whether or not they want to be listed in the FY20 Phonebook and b) ask if they want to make any changes to their entries. The contracting team also will update the look and feel of the Phonebook. The Phonebook shall be branded as a product of The Threat Lab.

Sub-Task 2.6: 2020 Capabilities Slide Deck

Update the FY19 Capabilities Slide Deck for FY20. This Capabilities Slide Deck shall be a professional-quality marketing document that can be distributed either electronically or physically, and shall be delivered as a PowerPoint slide deck. The government will provide the source material in the form of an unformatted, black-and-white, text-only PowerPoint slide deck. The FY20 Capabilities slide deck shall be 15 and 20 slides in length, single-sided, and shall be branded as a product of The Threat Lab.

Sub-Task 2.7: Capabilities Brochure

Design and publish a high-quality, professional capabilities brochure that can be used as marketing material for The Threat Lab. This brochure shall be 1 page in length, double-sided. The contracting team shall present the government with at least 3 layouts (i.e., tri-fold brochure, one-page summary, etc.), from which the government will select 1 final layout. The source material for this brochure shall be derived from the FY20 Capabilities Slide Deck. The final brochure shall be delivered as a PDF for electronic distribution and in hard copy for in-person distribution. The number of professionally printed brochures delivered to the government shall be determined by mutual agreement.

Sub-Task 2.8: Attend Briefings & Meetings

Attend in-person and telephonic Threat Lab briefings and stakeholder meetings with or without the government. The contracting team shall provide detailed meeting notes within 3 days of the meeting date or the date when the contractor returns to his/her regular work site after long-distance travel that requires a hotel stay, whichever is later.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (i.e., Exemption Request, OMB Fast Track Approval, legal review). The task shall kick off with a team meeting co-led by the contracting team leader and the government. This meeting shall be attended by all project personnel, to include at least one representative from the contracting team's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required deliverables, and the division of labor between the contracting team and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contracting team shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Strategic Communications Plan (2.1)	Within 9 months of start of PoP
Deliverable 4: 2020 Summit (2.2)	Within 12 months of start of PoP
Deliverable 5: Quarterly Newsletter #1 (2.3)	Within 3 months of start of PoP
Deliverable 6: Quarterly Newsletter #2 (2.3)	Within 6 months of start of PoP

Deliverable 7: Quarterly Newsletter #3 (2.3)	Within 9 months of start of PoP
Deliverable 8: Quarterly Newsletter #4 (2.3)	Within 12 months of start of PoP
Deliverable 9: White Paper #1 (2.4)	Within 4 months of start of PoP
Deliverable 10: White Paper #2 (2.4)	Within 8 months of start of PoP
Deliverable 11: 2020 Phonebook (2.5)	Within 10 months of start of PoP
Deliverable 12: 2020 Capabilities Slide Deck (2.6)	Within 2 months of start of PoP
Deliverable 13: Capabilities Brochure (2.7)	Within 2 months of start of PoP

Personnel

The contractor shall assign one team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. The team leader will assume the role of The Threat Lab's Coordinator for Outreach & Engagement (hereinafter, "Coordinator") for the period of performance and shall represent The Threat Lab on behalf of the government. This Coordinator shall have the following qualifications:

- A documented history of managing complex projects with multiple work streams;
- Strong written and verbal communication skills across government, industry, and academic sectors;
- Strong networking skills, including the ability to build and maintain trust and rapport among a variable of audiences;
- Strong sense of accountability;
- Ability to work independently with little oversight;
- Ability to take the initiative;
- Innovative, forward-thinking, and creative;
- Possess a valid US passport for possible international travel;
- Flexible and comfortable in a fast-paced, non-hierarchical environment; and
- Comfortable asking for assistance.

Personnel assigned to Sub-task 1 shall have a minimum of five (5) years of experience in the following:

- Developing, executing, and coordinating effective communications strategies to and between key stakeholders;
- Developing short- and long-term marketing strategies for diverse audiences across multiple media platforms;
- Establishing and attaining tangible goals in support of communications and marketing strategies; and
- Collaborating with internal and external stakeholders to ensure that marketing and communications activities are in line with larger organizational goals.

Personnel assigned to Sub-task 2 shall have excellent organizational skills and be able to work independently. Personnel assigned to Sub-tasks 3, 4, 5, 6 and 7 shall have skills related to the design and development of electronic promotional and educational materials.

Contractor Travel

The government has identified the following travel for this task, which is subject to change pending the needs of the project.

Number of trips	*Duration*	*Number of People*	*Location*	*Purpose*
6	3	1	NCR	Briefings & Stakeholder Meetings

ORDER FOR SUPPLIES AND SERVICES	**IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution**	PAGE 1 OF 2 PAGE(S)

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
06/26/2020	47QFPA20F0047	GS09Q16BHD0002	A21936438

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*	8. TYPE OF ORDER	REFERENCE YOUR
Therese Pena NORTHROP GRUMMAN SYSTEMS CORPORATION 7575 COLSHIRE DR MCLEAN, VA 221027508 United States (703) 205-3100	B. DELIVERY	

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.	AUTHORITY FOR ISSUING
000 TYPE OF MODIFICATION:	

9A. EMPLOYER'S IDENTIFICATION NUMBER	9B. CHECK, IF APPROP WITHHOLD 20%
(b) (4) [redacted]	

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION	10B. TYPE OF BUSINESS ORGANIZATION
VW. Contracts and Grants	C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*	12. REMITTANCE ADDRESS *(MANDATORY)*	13. SHIP TO*(Consignee address, zip code and telephone no.)*
GSA Region 09 Rebecca A Longo 333 W Broadway Suite 950 SAN DIEGO, CA 92101-0000 United States (619) 557-5118	NORTHROP GRUMMAN SYSTEMS CORPORATION P.O. BOX 88830 CHICAGO, IL 60695-1830 United States	David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States 831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE	15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States	Gary R Hall GSA Region 09 50 UNITED NATIONS PLZ SAN FRANCISCO, CA 94102-4912 United States 415-436-8758

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		06/28/2021	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09200047

2. Task Order 33: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for an Investigation of the Practice of Granting Interim Access within DoD. Northrup Grumman's technical quotation dated June 9, 2020 and price quotation dated June 10, 2020 in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Time and Material Labor (0001) and Cost Reimbursable Travel (0002). T&M Labor CLIN and Travel will be billed monthly, as incurred.

3. Period of Performance: 6/29/2020-6/28/2021

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Time and Material
Total Amount: NTE Ceiling (b) (4) [redacted]
Funded

CLIN 0002: Travel
CLIN Type: COST
Total Amount: NTE Ceiling (b) (4) [redacted]

Funded (All travel requires prior proper approvals)

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	Travel	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)* Office of People Analytics, 831-583-2400		**TOTAL From 300-A(s)**	
22. SHIPPING POINT Specified in QUOTE	23. GROSS SHIP WT.	**GRAND TOTAL**	**$337,584.47**
24. MAIL INVOICE TO: *(Include zip code)* General Services Administration (FUND) The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).	25A. FOR INQUIRIES REGARDING PAYMENT CONTACT: GSA Finance Customer Support	25B. TELEPHONE NO. 816-926-7287	
	26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)* Rebecca A Longo	26B. TELEPHONE NO. (619) 557-5118	
	26C. SIGNATURE Rebecca A Longo 06/26/2020		
GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**	**GSA** FORM **300** (REV. 2-93)	

GS09Q16BHD0002 – ID09200047 - An Investigation of the Practice of Granting Interim Access
Task Order 33
Request for Proposal

Date: May 27, 2020

Response Request by: NLT June 10, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09200004 - An Investigation of the Practice of Granting Interim Access within DoD

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of Comparison of Criminal Records Data from Government and Commercial Sources.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months.

TASK ORDER TYPE
The task order shall be time and materials with a NTE amount of $337,584.47. This includes $28,000 for travel.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for

performance, technical approach, any problem areas, and assumptions, if applicable.

(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed for travel in the amount of $28,000 is established for the twelve month base period.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by June 3, 2020 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

An Investigation of the Practice of Granting Interim Access within DoD
ID09200047, TASK ORDER 33
Performance Work Statement

Background

Individuals within DoD may be granted interim access to classified information without an adjudicated or even completed background investigation. The extent to which this practice is occurring within DoD is unknown, and the existence of policy governing the practice at various levels is unknown. The prevalence of SOPs and training procedures (for access grantors) within components, agencies or units is unknown. DoD incurs unknown levels of risk due to this practice, and has no unified policy control of the practice.

This project will…

Conduct a review of any existing policy, procedure and training documentation existing within DoD as a whole, or within components of DoD, as well as that existing in industry.

Conduct an analysis of recent JPAS data to determine the extent of the practice of granting interim access to individuals without a supporting eligibility determination. This analysis will include government civilian, military, and industry categories.

Compile a list of units and agencies/components/organizations where the practice is occurring with regularity. The list will be used to identify a sample of units/agencies for further investigation, focusing on organizations where it occurs frequently and large organizations that would be expected to have policy and/or training related to the practice.

Contact individuals/organizations in the sample for interviews to gather information regarding their policies and practices with respect to the granting of interim access.

Produce a final report including a review of policy, an analysis of the extent of the practice, and the results of interviews.

PERSEREC requires assistance to (1) manage the project schedule, meetings and reporting, (2) conduct a review of existing policy regarding granting access to classified information, (3) conduct an analysis of JPAS data to determine the extent to which the practice occurs and identify organizations where it occurs frequently, (4) develop an interview protocol for field interviews, (5) conduct field interviews with security managers, and (6) write a report summarizing the findings.

Tasks

The Contractor shall:

1. Project Meetings, Reporting and Management
    1.1. Initiate the project with a kickoff meeting…
        1.1.1. led by the contracting project manager,
        1.1.2. attended by all project personnel including the government project director,
        1.1.3. within 2 weeks of the beginning of the period of performance.

    1.2. Conduct weekly project status meetings.
        1.2.1. All relevant team personnel should attend meetings.
        1.2.2. Take meeting notes and provide to the Government within 2 business days of the meeting

    1.3. Develop a research plan in collaboration with the Government, containing the following:
        1.3.1. objectives of the project
        1.3.2. associated research questions to be addressed
        1.3.3. required data elements and sources
        1.3.4. analytic methods that will be used to address each research question
        1.3.5. data quality assurance approach to be used
        1.3.6. concrete schedule of deliverable due dates

    1.4. Submit a brief weekly update no later than close of business of Thursday each week including the following:
        1.4.1. The tasks accomplished in the previous 5 business days
        1.4.2. Any current action items
        1.4.3. All anticipated tasks for the coming week
        1.4.4. The current project status with respect to the schedule
        1.4.5. Any known circumstances which may prevent fulfillment of the schedule or deliverables, or otherwise compromise the quality of the output

2. Policy Review
    2.1. Identify relevant policy and procedural documentation and existing training material relating to granting access to classified information, within the following levels/domains:
        2.1.1. Federal Gov't Level
        2.1.2. DoD Level
        2.1.3. Services Level (Army Navy, AF)
        2.1.4. Major DoD components
        2.1.5. Industry

    2.2. Review and summarize relevant policies, procedures, trainings related to granting interim access to classified information within DoD. The results of this effort will be included in the final report.

3. JPAS Analysis

3.1. Select and extract data from JPAS

3.1.1. Determine selection criteria to extract data :

3.1.1.1. Must cover the three main person category affiliations (military, civilian and industry)

3.1.1.2. Must cover a recent timeframe

3.1.1.3. Must include cases where “Interim” accesses were granted as well as cases in which any access was granted without a supporting eligibility.

3.1.2. Identify relevant tables and data elements in JPAS to obtain the following information:

3.1.2.1. access level(s) granted

3.1.2.2. investigation status

3.1.2.3. current eligibility

3.1.2.4. person category

3.1.2.5. organizational affiliation

3.1.3. Extract data

3.1.3.1. Select cases using selection criteria determined in 3.1.1.

3.1.3.2. Select data from associated tables identified in 3.1.2.

3.1.4. Prepare data for analysis

3.1.4.1. Combine data from multiple tables into single analyzable dataset.

3.1.4.2. Clean data, removing invalid and null values.

3.2. Perform data analysis

3.2.1. Calculate descriptive statistics for the population and the following subgroups:

3.2.1.1. Military (with breakouts by service, if possible by unit)

3.2.1.2. Civilian

3.2.1.3. Industry

3.2.2. Calculate frequencies, by category/service, for the following:

3.2.2.1. granting interim access with no eligibility

3.2.2.2. granting interim access with insufficiently supporting eligibility (e.g TS access w/ S eligibility)

3.2.2.3. granting non-interim access with no eligibility

3.2.2.4. granting non-interim access with insufficient eligibility

3.2.3. Identify organizational sub-units with high rates of granting…

3.2.3.1. interim access with no eligibility

3.2.3.2. interim access with insufficiently supporting eligibility (i.e. TS access w/ S eligibility)

3.2.3.3. non-interim access with no eligibility

3.2.3.4. non-interim access with insufficient eligibility

3.3. Draft a report of data analysis including sections covering…

3.3.1. Sample selection criteria and procedures

3.3.2. Descriptive statistics
3.3.3. General analysis of frequencies from section 3.2.2
3.3.4. An analysis of "hotspots" from section 3.2.3

4. Interviews

4.1. Specify a subset of organizations and identify POC's to contact for interviews, based on findings in 3.2.3 above.

4.2. Develop interview protocol.
4.2.1. Questions should cover at a minimum the following topics:
4.2.1.1. general policies followed with respect to granting access
4.2.1.2. policies followed by the organization with respect to granting access to individuals w/incomplete investigations
4.2.1.3. perceived frequency of granting interim access without supporting eligibility

4.3. Conduct interviews.
4.3.1. Establish contact with organization POC's.
4.3.2. Schedule interviews.
4.3.3. Conduct Interviews.

4.4. Prepare a summary report of interview findings.

5. Reports and Documentation

5.1. Prepare a draft report and a final report.
5.1.1. Prepare an initial draft of a final report suitable for publication as a PERSEREC report following PERSEREC style guidelines. The report shall include the following sections:
5.1.1.1. Introduction/Background
5.1.1.2. Research Questions
5.1.1.3. Policy Review
5.1.1.4. Methods
5.1.1.5. Results
5.1.1.6. Discussion
5.1.1.7. Recommendations

5.1.2. Schedule and hold an internal peer review with at least two Government reviewers.

5.1.3. Prepare a final draft of the report, incorporating revisions suggested by reviewers.

5.2. Prepare a set of presentation slides suitable for briefing the project at a high level.
5.2.1. The slides shall utilize the most current PERSEREC/OPA PowerPoint template.

5.2.2. The slides shall contain the following sections:
5.2.2.1. Background
5.2.2.2. Research Question
5.2.2.3. Policy Overview
5.2.2.4. Data Sources

5.2.2.5. Results
5.2.2.6. Interpretation of Results
5.2.2.7. Recommendations

5.2.3. The slides shall adhere to the following style guidelines:
5.2.3.1. Written in concise style with minimal wording and only brief phrases or sentences (i.e. no paragraphs).
5.2.3.2. Has only one graphic or table per page, visible with legibility from long distance viewing (on typical presentation screens in rooms of typical size).
5.2.3.3. Notes section on each slide should be used to cite corresponding material in the final report.

5.3. Provide documentation of all processes and procedures employed during the course of the project, including:
5.3.1. all automated scripts used for data processing
5.3.2. all coding and QA tools
5.3.3. all analysis output
5.3.4. any procedural descriptions necessary for replication of the analysis.

6. Miscellaneous Project Support
6.1. Provide meeting coordination to include scheduling, visitor parking reservations and escort through building security.
6.2. Assist with desk reservations for non-resident staff.
6.3. Coordinate and prepare agendas and read-ahead materials for meetings.
6.4. Assist with setting up audio and video for meetings.
6.5. Provide electronic documentation control.
6.6. Sign-in and sign-out visitors; escort visitors.

Deliverables

The final report and briefing slides shall conform to PERSEREC and OPA standards for formatting and organization. All written products shall be edited for good grammar, punctuation and spelling. The writing shall be clear, concise and readily understood by non-technical readers.

Deliverables	Task	Due
1. Research Plan	1.3	Within 4 weeks of start of the period of performance
2. Draft of Policy Review	2.2	Within 3 months of start of the period of performance

3. Draft of Data Analysis Results	3.3	Within 4 months of start of the period of performance
4. Draft Interview Notes	4.4	Within 8 months of start of the period of performance
5. Draft Report	5.1	Within 10 months of the start of the period of performance
6. Final Report, Briefing Slides, and Other Documentation	5	Within 12 months of start of the period of performance

Critical Performance Elements

The following performance standards and acceptable quality levels shall apply to all tasks on this task order:

Required Services	Performance Standard	Acceptable Level	Surveillance Methods	Incentive
Deliverables	Deliverables submitted by the due date of acceptable quality	Not more than two deliverables can be submitted to the COR later than required or with unacceptable quality. Final deliverable may not be late or of unacceptable quality.	Periodic inspection of submission logs and 100% inspection of deliverable.	Past Performance
Technical Needs	Shows understanding of requirements. Efficient and effective in meeting requirements. Meets technical needs and mission requirements. Offers quality services/products.	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance
Project Milestones and Schedule	Products completed, reviewed, delivered in timely manner Notifies customer in advance of potential problems	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance
Project Staffing	Currency of expertise. Personnel possess necessary knowledge, skills, and abilities to perform tasks.	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance

Personnel Requirements

Contract staff shall include one or more individuals who have expert knowledge of quantitative analysis, expert knowledge of programming and statistical analysis software tools required for analytic tasks to meet project scope. It is recommended that one or more researchers should have prior experience working with automated credit report data. Individuals who will have access to sensitive investigative or adjudicative data containing personal identifiers shall have Top Secret eligibility.

Period of Performance

The period of performance shall be 12 months after the date of award.

Place of Performance

It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

Travel Requirements

Travel may include 10 trips within the CONUS to conduct interviews and brief stakeholders and policymakers.

ORDER FOR SUPPLIES AND SERVICES

IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
07/20/2020	47QFPA20F0050	GS09Q16BHD0002	A21937398

FOR GOVERNMENT USE ONLY

5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
7575 COLSHIRE DR
MCLEAN, VA 221027508
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
[redacted]

9B. CHECK, IF APPROP WITHHOLD 20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION
VW. Contracts and Grants

10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO, IL 60695-1830
United States

13. SHIP TO*(Consignee address, zip code and telephone no.)*
David A Richmond
400 GIGLING ROAD
SEASIDE, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
400 GIGLING ROAD
(DMDC)
SEASIDE, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Gary R Hall
GSA Region 09
50 UNITED NATIONS PLZ
SAN FRANCISCO, CA 94102-4912
United States
415-436-8758

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		01/20/2021	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09200004

2. Task Order 31: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for FY20 Testing Modernization - Job Opportunities in the Navy (JOIN) & Behavioral Outcomes. Northrup Grumman's technical and price quotation dated June 17, 2020 in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Time and Material Labor (0001) will be billed monthly, as incurred.

3. Period of Performance:
Base Period: 07/21/2020 - 01/20/2021
Option Year 1: 01/21/2021- 01/20/2022

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Time and Material
Total Amount: NTE Ceiling [redacted]
Fully Funded

CLIN 1001: Labor Support
CLIN Type: Time and Material

Total Amount: NTE Ceiling [redacted]
Unfunded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

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ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	[redacted]	[redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)* Defense Manpower Data Center Seaside, (408) 583-2400	**TOTAL From 300-A(s)**	
22. SHIPPING POINT Specified in QUOTE 23. GROSS SHIP WT.	**GRAND TOTAL**	**$96,618.36**

24. MAIL INVOICE TO: *(Include zip code)* General Services Administration (FUND) The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).	25A. FOR INQUIRIES REGARDING PAYMENT CONTACT: GSA Finance Customer Support	25B. TELEPHONE NO. 816-926-7287
	26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)* Rebecca A Longo	26B. TELEPHONE NO. (619) 557-5118
	26C. SIGNATURE Rebecca A Longo 07/20/2020	
GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**	**GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09200004 - Testing Modernization - Job Opportunities in the Navy (JOIN) & Behavioral Outcomes
Task Order 31
Request for Proposal

Date: June 3, 2020

Response Request by: NLT June 17, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09200004 - **FY20 Testing Modernization - Job Opportunities in the Navy (JOIN) & Behavioral Outcomes**

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires several tasks to be performed in support of Comparison of Criminal Records Data from Government and Commercial Sources.

PERIOD OF PERFORMANCE:
The period of performance is a base period of six (6) months plus an option year of twelve (12) months.

TASK ORDER TYPE
The task order shall be time and materials with a NTE amount of $1,056,269.93. No travel or other direct costs are included in this requirement.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement

(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before

work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by June 10, 2020 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at Gary.hall@gsa.gov.
The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

Testing Modernization - Job Opportunities in the Navy (JOIN) & Behavioral Outcomes
ID09200004, TASK ORDER 31
Performance Work Statement

The Threat Lab, an initiative founded by the Defense Personnel and Security Research Center (PERSEREC), Office of People Analytics (OPA), in 2018, requires research assistance with a project identified by the Office of the Director of Military Accession Policy as critical to the protection of the Department of Defense (DoD) workforce.

Background

In 2019, the Director of DoD's Counter-Insider Threat Program funded PERSEREC to evaluate whether DoD should expand psychological screening to include more, if not all, applicants as part of its multi-layered strategy to prevent insider attacks (*e.g.*, espionage, workplace violence). The results of both the literature review and interviews with subject matter experts (SME) confirmed that DoD should expand psychological screening to include more, *but not all*, applicants because of the associated time and labor costs. The authors also recommended future research on job fit as a potential predictor of counterproductive workplace behavior (CWB), to include insider threat attacks.

US Navy psychologists developed the Job and Occupational Interest in the Navy (JOIN) algorithm in order to improve individual job satisfaction and performance by maximizing the sailor-to-rating match (*i.e.*, job fit). Briefly, JOIN simultaneously accounts for the Navy's manning needs along with the applicant's qualifications and career interests. Unlike other accessions and screening models, research consistently demonstrates that the Navy is more likely to successfully retain sailors who select ratings from among those identified by JOIN as good job fits.

Task 1: Technical Proposal

The purpose of this task is to produce a technical proposal that describes a quantitative strategy to combine the Navy's JOIN data with outcome variables related to organizational and individual security, performance, and well-being.

Sub-tasks (To be performed under Time & Materials)

The Contractor shall:

1. Project Initiation and Maintenance

   1.1. Prior to the period of performance, the government will secure any necessary approvals for this project to begin (*e.g.*, Exemption Request). The project will kick off with a team meeting co-led by the contracting team leader(s) and the government. This meeting shall be attended by all project personnel, to include at least one representative from the contracting team's management staff. The purpose of this meeting is to discuss the goals of the project, the timeline, required outputs, and the division of labor between the contracting team and government.

1.2. During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contracting team shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

1.3. Monthly Senior Management Report. Complete a monthly summary of task progress.

2. Reports and Documentation

2.1. Conduct literature review – working paper

2.2. Develop conceptual model – working paper

2.3. Identify data sources – working paper

2.4. Identify data use requirements – working paper

2.5. Develop draft analysis plan – working paper

2.6. Prepare a draft technical proposal that shall include the following questions:

2.6.1. Introduction/Objectives

2.6.2. Research questions

Deliverables

The table below lists the project deliverables required during the period of performance (PoP). The Project Schedule produced for this project shall be an Excel spreadsheet. All documents produced for this project shall be formatted and edited by the contracting team in accordance with the PERSEREC Style Guide.

DELIVERABLE	SUBTASK	DUE DATE
Kick-off Meeting	1.1	No later than 2 weeks after award
Monthly Senior Management Report	1.3	Monthly, due on the last Friday of the month
Develop Final Technical Proposal. Develop technical proposal that would include literature review, research questions, conceptual analysis plan, data sources, analytic variables, outcomes, and timelines for completion.	2.6	Within 1 month of the end of the Period of Performance

Personnel

The contractor shall assign one team leader to this task. The team leader may be located on-site in Seaside, California, or, with the government's concurrence, be remote. Contract staff shall include one or more individuals who have expert knowledge of quantitative analysis, expert knowledge of programming and statistical analysis software tools required for analytic tasks to meet project scope. It is recommended that one or more researchers should have prior experience working with Navy personnel data, systems, and stakeholder groups.

Period of Performance

Six months base period plus one, 12-month option year

Place of Performance

It is anticipated that at least 25% of the work performed by contractor personnel will be conducted at DoD Center, Seaside, California.

Contractor Travel

The government has not identified any travel required for this task.

Task 2: Technical Report

Pending receipt of additional funding, the purpose of this task is to execute the technical proposal delivered in fulfillent of Task 1.

Sub-tasks (To be performed under Time & Materials)

The Contractor shall:

3. Project Initiation and Maintenance

    3.1 Prior to the period of performance, the government will secure any necessary approvals for this project to begin (*e.g.*, Exemption Request). The project will kick off with a team meeting co-led by the contracting team leader(s) and the government. This meeting shall be attended by all project personnel, to include at least one representative from the contracting team's management staff. The purpose of this meeting is to discuss the goals of the project, the timeline, required outputs, and the division of labor between the contracting team and government.

    3.2 During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contracting team shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

    3.3 Monthly Senior Management Report. Complete a monthly summary of task progress.

4 Reports and Documentation

    4.1 This project will result in a final technical report. The contracting team shall draft all sections of the technical report for government review, feedback, and approval.

Deliverables

The table below lists the project deliverables required during the period of performance (PoP). The Project Schedule produced for this project shall be an Excel spreadsheet. All documents produced for this project shall be formatted and edited by the contracting team in accordance with the PERSEREC Style Guide.

DELIVERABLE	SUBTASK	DUE DATE
Kick-off Meeting	3.1	No later than 2 weeks after award
Monthly Senior Management Report	3.3	Monthly, due on the last Friday of the month
Technical Report	4.1	Within 1 month of the end of the Period of Performance

Personnel

The contractor shall assign one team leader to this task. The team leader may be located on-site in Seaside, California, or, with the government's concurrence, be remote. Contract staff shall include one or more individuals who have expert knowledge of quantitative analysis, expert knowledge of programming and statistical analysis software tools required for analytic tasks to meet project scope. It is recommended that one or more researchers should have prior experience working with Navy personnel data, systems, and stakeholder groups.

Period of Performance

12 months after contract award

Place of Performance

It is anticipated that at least 25% of the work performed by contractor personnel will be conducted at DoD Center, Seaside, California.

Contractor Travel

The government has not identified any travel required for this task.

Critical Performance Elements

The following performance standards and acceptable quality levels shall apply to all tasks on this task order:

Required Services (Tasks)	Performance Standard	Acceptable Level	Surveillance Methods	Incentive (if any)
Deliverables	Deliverables submitted by the due date with no errors	Not more than two deliverables can be submitted to the COR later than required or with errors	Periodic inspection of submission logs and 100% inspection of deliverable	Past Performance

			.	
Monthly Progress Report	Reports completed by the 20th day of the month with no errors	Not more than two failures to comply per quarter.	100% inspection of submission log and report	Past Performanc e
Technical Needs	Shows understanding of requirements. Efficient and effective in meeting requirements. Meets technical needs and mission requirements. Offers quality services/product s	Satisfactor y or higher	100% of requested contractor support provided by the contractor	Past Performanc e
Project Milestones and Schedule	Quick response capability Products completed, reviewed, delivered in timely manner Notifies customer in advance of potential problems	Satisfactor y or higher	100% of requested contractor support provided by the contractor	Past Performanc e

Project Staffing	Currency of expertise. Personnel possess necessary knowledge, skills, and abilities to perform tasks.	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance

ORDER FOR SUPPLIES AND SERVICES	**IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution**	PAGE 1 OF 1 PAGE(S)

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
09/11/2020	47QFPA20F0086	GS09Q16BHD0002	A22068253

FOR GOVERNMENT USE ONLY

5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
7575 COLSHIRE DR
MCLEAN, VA 221027508
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
(b) (4) [redacted]

9B. CHECK, IF APPROP WITHHOLD
20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION
Contracts and Grants

10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO,IL 60695-1830
United States

13. SHIP TO*(Consignee address, zip code and telephone no.)*
David A Richmond
400 GIGLING ROAD
SEASIDE, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
400 GIGLING ROAD
(DMDC)
SEASIDE, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Dora L. Gayden
GSA Region 09
9988 Hibert Street, Suite 204
San Diego, CA 92131-0000
United States
(619) 696-2864

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		09/20/2021	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09200024

2. Task Order 30: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for The Threat Lab Research. Northrup Grumman's revised technical and price quotation dated September 4, 2020 in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any amendments, clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS), Revision 1, dated August 28, 2020.

This Task Order is Firm Fixed price Labor (0001) and Other Direct Costs (0002). Other Direct Costs CLIN will be billed monthly, as incurred. FFP Labor CLIN will be billed in equal monthly installments.

3. Period of Performance: September 21, 2020-September 20, 2021

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: (b) (4) [redacted]
Fully Funded

CLIN 0002: Other Direct Costs
CLIN Type: COST
Total Amount: NTE Ceiling (b) (4) [redacted]
Fully Funded (All travel requires prior proper approvals)

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	(b) (4) [redacted]	(b) (4) [redacted]
0002	Other Direct Costs	1	lot	(b) (4) [redacted]	(b) (4) [redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Defense Manpower Data Center Seaside, (408) 583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$1,159,420.29**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/11/2020

GENERAL SERVICES ADMINISTRATION | **1. PAYING OFFICE** | **GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09200024 - OUSD(I&S) – The Threat Lab Research
Task Order 30
Request for Proposal

Date: August 6, 2020

Response Request by: NLT August 20, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09200024 - The Threat Lab Research

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires research on the prevalence of domestic extremist ideology or activity in the military, and the broader DoD.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months.

TASK ORDER TYPE
The task order shall be firm-fixed price, with travel and Other Direct Costs.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.

(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed for travel in the amount of $70,000 and a not-to-exceed for other direct costs in the amount of $1,250.00 are established for the twelve month base period.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by August 11, 2020 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Dora Gayden at Dora.Gayden@gsa.gov.
The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

GS09Q16BHD0002 – ID09200024 - OUSD(I&S) – The Threat Lab Research
Task Order 30
Request for Proposal - Amendment 1

Date: August 28, 2020

Response Request by: NLT September 4, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal - Amendment 1

Project Title: ID09200024 - The Threat Lab Research

Ref: Contract GS09Q16BHD0002

The purpose of this amendment is to:

1. Remove travel and its accompanying NTE $70,000.00. The total NTE amount for the overall task order remains.
2. Provide PWS, revision 1.
3. Correction: proposal page 4, Subtask 3, "The BLUF, The Threat Lab's Monthly Newsletter", reduce the number from 12 newsletters to 11 newsletters.
4. Enhanced feedback on Subtask 6: Quarterly Video on proposal page 5.
   "The purpose of these videos is to share institutional wisdom from SMEs who are late-career professionals. It's possible, then, that there will be a theme for quarterly video, and each video would include interviews with a handful of SMEs. This format is preferred over one interview with one person per quarter."
5. An extension to September 4 is provided to submit a final proposal revision.

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment: Performance Work Statement, Revision 1

OUSD(I&S) – The Threat Lab Research
ID09200024 Task Order 30
Performance Work Statement, Revision 1
Dated: August 28, 2020

PERSEREC established The Threat Lab in 2018 to integrate the social and behavioral sciences into DoD's counter-insider threat mission space. The Threat Lab requires assistance with research and outreach tasks identified by the DoD Counter-Insider Threat Program Director, Office of the Under Secretary of Defense for Intelligence & Security (OUSD[I&S]), as critical to the mission.

Period of Performance

The period of performance for this task order shall be Sept. 21, 2020 through Sept 20, 2021.

Task 30.1: Outreach & Engagement

The objective of this task is to provide continued outreach and engagement support services to The Threat Lab.

The contractor shall…

Sub-Task 30.1.1: *The Insider*, The Threat Lab's Quarterly Newsletter

Design and publish a professional-quality, print-on-demand quarterly unclassified newsletter targeted toward an operational audience that highlights current social and behavioral science research relevant to the counter-insider threat mission space. The government will select a theme for each newsletter and recruit researchers and organizations, and then the contractor shall work with those who have agreed to participate to gather the source material for this newsletter. The final newsletter shall be delivered as a PDF. This Newsletter shall be branded as a product of The Threat Lab and shall be between five (5) and seven (7) pages in length, double-sided (10-14 single pages). This Newsletter also shall meet all technical requirements to ensure that it can be posted online as-is as a publicly-available resource

Sub-Task 30.1.2: 2021 Threat Lab Phonebook

Update the FY20 Threat Lab Phonebook (hereinafter, "Phonebook"), a professional, print-on-demand resource for undergraduate and graduate students who are pursuing research related to the counter-insider threat mission. The Phonebook contains contact and biographical information for insider threat subject matter experts (SME) who have volunteered to participate. The government will recruit volunteers for the Phonebook and ensure that any disclaimer language included in this Phonebook is approved by legal counsel. The contractor then shall work with those who have agreed to participate to coordinate logistics. The contractor also shall contact everyone listed in the previous editions of the Phonebook to: a) confirm whether or not they want to be listed in the Phonebook; b) note any procedural changes from earlier editions; and c) ask if they want to make any changes to their entries. The contractor also shall update the look and feel of the Phonebook. The Phonebook shall be branded as a product of The Threat Lab. The final Phonebook shall be delivered as a PDF.

Sub-Task 30.1.3: *The BLUF*, The Threat Lab's Monthly Newsletter

Design and publish a professional-quality, printable monthly unclassified one-page (1) newsletter (hereinafter, "BLUF") targeted toward the global counter-insider threat community. The government will select a theme for each BLUF and the contractor shall provide at least three (3) artifacts related to that theme (*e.g.*, webinar, journal article, podcast, book, etc.) to the government for potential inclusion in the BLUF. The BLUF shall be delivered as a PDF and branded as a product of The Threat Lab. The BLUF shall meet all technical requirements to ensure that it can be posted online as-is as a publicly-available resource

Sub-Task 30.1.4: 2021 Capabilities Slide Deck

Update the FY20 Capabilities Slide Deck for FY21. This Capabilities Slide Deck shall be a professional-quality marketing document that can be distributed either electronically or physically, and shall be delivered as a PowerPoint slide deck. The government will provide the source material in the form of an unformatted, black-and-white, text-only PowerPoint slide deck. The FY21 Capabilities slide deck shall be 15 and 20 slides in length, single-sided, and shall be branded as a product of The Threat Lab.

Sub-Task 30.1.5: Capabilities Brochure

Update The Threat Lab's Capabilities Brochure in accordance with the 2021 Capabilities Slide Deck (Sub-Task 30.1.4). This brochure shall be one (1) page in length, double-sided (2 single pages). The contractor shall present the government with at least three (3) layouts (*i.e.*, tri-fold brochure, one-page summary, etc.), from which the government will select one (1) final layout. The source material for this brochure shall be derived from the 2021 Capabilities Slide Deck. The final brochure shall be delivered as a PDF for electronic distribution and in hard copy for in-person distribution. The number of professionally printed brochures delivered to the government shall be determined by mutual agreement.

Sub-Task 30.1.6: Quarterly Video

Produce a quarterly video for The Threat Lab. This video shall either be a live webinar or a pre-recorded webcast. Neither the webinar nor the webcast shall exceed one (1) hour in length. The purpose of the video is to share best practices, institutional wisdom, and lessons learned from experienced insider threat professionals. The government will recruit participants for the videos, and then the contractor shall work with those who have agreed to participate to coordinate logistics. Videos shall be branded as products of The Threat Lab, sponsored by DoD's Counter-Insider Threat Program and the NITTF, and shall meet all technical requirements to ensure that they can be posted online as-is as a publicly-available resource.

Sub-Task 30.1.7: Attend Briefings & Meetings

Attend in-person and telephonic Threat Lab briefings and stakeholder meetings with or without the government. The contractor shall provide detailed meeting notes within three (3) days of the meeting date.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed tasks (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The tasks shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required deliverables, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Quarterly Newsletter #1	Within 3 months of start of PoP
Deliverable 4: Quarterly Newsletter #2	Within 6 months of start of PoP
Deliverable 5: Quarterly Newsletter #3	Within 9 months of start of PoP
Deliverable 6: Quarterly Newsletter #4	Within 12 months of start of PoP
Deliverable 7: 2021 Phonebook	Within 10 months of start of PoP
Deliverable 8: BLUF	Monthly, Due on the first Friday of every month
Deliverable 9: 2021 Capabilities Slide Deck	Within 2 months of start of PoP
Deliverable 10: Capabilities Brochure	Within 2 months of start of PoP
Deliverable 11: Quarterly Video #1	Within 3 months of start of PoP
Deliverable 12: Quarterly Video #2	Within 6 months of start of PoP
Deliverable 13: Quarterly Video #3	Within 9 months of start of PoP
Deliverable 14: Quarterly Video #4	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Contractor Travel

The government has not identified the following travel for this task.

Task 30.2: Graphic Novel

The contractor shall…

Write and illustrate an unclassified, print-on-demand, full-color graphic novel focused on the movement from extremist free speech to active membership in domestic extremist groups in order to help build prevention and resistance strategies for DoD's civilian, Service, and/or contractor workforce. The contractor shall write the script for the graphic novel and present at least one complete draft of the text to the government for review and revision. Prior to beginning the illustrations, the contractor shall provide the government with at least two options for the "look and feel" of the graphic novel. Upon approval, the contractor shall provide at least one complete draft of the graphic novel to the government for review and revision.

The graphic novel shall be between 5 and 10 single-sided pages. This graphic novel shall be branded as a product of The Threat Lab, sponsored by DoD's Counter-Insider Threat Program and the NITTF, and shall meet all technical requirements to ensure that the final deliverable can be posted online as-is as a publicly-available resource.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Graphic Novel	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Contractor Travel

The government has not identified any travel for this task.

Task 30.3: 21st Century Loyalty & Allegiance

The personnel security eligibility process is intended to ensure trustworthiness, loyalty, and good judgment, but what does loyalty mean in a globalized, networked culture, and how can it be measured? In addition, what are the implications of factors such as globalization and networked culture for generational changes? The purpose of this project is to assess available research to understand social and behavioral science research into loyalty, and determine what is known about changes in loyalty over time as well as any implications for national security and the counter-insider threat mission.

The contractor shall…

Produce a literature review that covers loyalty and allegiance research with a particular focus on generational changes over time. The contractor shall identify up to five (5) SMEs in national loyalty and/or generational research, and schedule and conduct interviews to gather information about the latest thinking on this topic. At least one (1) contractor shall attend each SME interview and produce field notes within three (3) days of the each interview. At least two (2) contractors shall produce a content analysis of the SME field notes. The results of the literature review and interviews shall be documented in a Research Note. The Research Note shall be branded as a product of The Threat Lab and shall meet all technical requirements to ensure that the final deliverable can be posted online as-is as a publicly-available resource.

In addition to the Research Note, the contractor shall develop at least one (1) artifact focused on strategies to enhance loyalty as part of the counter-insider threat mission. Possible artifacts include, but are not limited to, an instructional video, an interactive awareness game, a case study, a poster series, a workshop, and/or a webinar. The contractor shall present at least two (2) options for the artifact design to the government for approval prior to beginning development. If relevant, the artifact(s) shall meet all technical requirements to ensure that the final deliverable can be posted online as-is as a publicly-available resource.

Both the Research Note and the artifact will undergo internal peer review in compliance with PERSEREC policies. The Research Note shall comply with PERSEREC standards for Research Notes.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Research Note	Within 11.5 months of start of PoP
Deliverable 4: Artifact(s)	Within 11.5 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. At least one (1) contractor must have experience writing field notes that comply with the PERSEREC standard.

Contractor Travel

The government has not identified any travel required for this task.

Task 30.4: Managing The Dark Triad

At a sub-clinical level, certain higher-risk personality traits (*e.g.*, Dark Triad) may be required for certain higher-risk or fast-paced jobs (*e.g.*, Special Forces, undercover law enforcement, etc.). The purpose of this project is to explore strategies to identify and manage the associated person- and position-risk.

The contractor shall…

Design and execute a toolkit that educates and instructs first-line managers and supervisors on best practices to manage risks associated with higher-risk personality traits. This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) at least one (1) artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an instructional video, a handbook, and/or a webinar.

The final Research Note and artifact(s) shall be branded as products of The Threat Lab. The Research Note and, if applicable, the artifact(s) shall meet all technical requirements to ensure that the final deliverable(s) can be posted online as-is as a publicly-available resource.

Both the Research Note and the artifact will undergo internal peer review in compliance with PERSEREC policies. The Research Note shall comply with PERSEREC standards for Research Notes.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Research Note	Within 12 months of start of PoP
Deliverable 4: Artifact(s)	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Contractor Travel

The government has not identified any travel required for this task.

Task 30.5: “Maybe It’s Me” Campaign

The contractor shall…

Design and execute a suite of artifacts that together, results in a visual campaign to maximize self-awareness of toxic workplace behaviors and in turn, encourage behavioral change. These data visualizations shall highlight examples of individual behaviors that are considered toxic to both other people and an organization’s overall culture. The government has tentatively titled this campaign, “Maybe It’s Me”.

In addition to the artifacts subsumed within the visual campaign, the contractor shall produce a Research Note that documents why and how the campaign was created. The final Research Note and artifacts shall be branded as products of The Threat Lab. The Research Note and the artifacts shall meet all technical requirements to ensure that the final deliverables can be posted online as-is as publicly-available resources.

Both the Research Note and the artifacts will undergo internal peer review in compliance with PERSEREC policies. The Research Note shall comply with PERSEREC standards for Research Notes.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor’s team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor’s management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Research Note	Within 9 months of start of PoP
Deliverable 4: Artifacts	Within 9 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Contractor Travel

The government has not identified any travel required for this task.

Task 30.6: Education Outreach

The contractor shall…

Conduct a needs assessment at five (5) Master of Business Administration (MBA) programs in order to determine the interest in and feasibility of creating a security-related course. For this project, "insider threat" is defined per the forthcoming revision to DoD Directive 5205.16: "damage to the United States through espionage, terrorism, unauthorized disclosure of national security information, suicide, workplace violence, or through the loss or degradation of departmental capabilities or resources (including personnel, assets, and facilities)."

The analysis shall be based on interviews with a minimum of 10 SME from at least five (5) different educational institutions. The contractor shall identify SMEs, schedule and execute interviews, and produce field notes. The government will attend the interviews, when possible, and at least two (2) contractors shall attend every SME interview. The government will assist with SME recruitment, as necessary. The contractor shall write the semi-structured interview protocol(s) and design the format for the content analysis, both to be submitted to the government for review and approval. At least two (2) contractors shall produce a content analysis of the SME field notes.

This project shall result in two (2) deliverables: 1) a Research Note that summarizes the needs assessment design, analysis, and results; and 2) an exportable curriculum for a 10-week, graduate-level course focused on security that could be exported to an MBA program. This curriculum shall include, at a minimum, a comprehensive syllabus, in-depth lesson plans, one writing assignment, and one examination.

The final Research Note and curriculum shall be branded as products of The Threat Lab, sponsored by DoD's Counter-Insider Threat Program and the NITTF. The Research Note and the artifacts shall meet all technical requirements to ensure that the final deliverables can be posted online as-is as publicly-available resources.

Both the Research Note and the artifacts will undergo internal peer review in compliance with PERSEREC policies. The Research Note shall comply with PERSEREC standards for Research Notes.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Research Note	By the last day of the PoP
Deliverable 4: Curriculum	By the last day of the PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Contractor Travel

The government has not identified the following travel for this task.

Task 30.7: In Retrospect Video Case Study Series

The contractor shall…

Produce three (3) insider threat video case studies intended as training aids. The target audience for these case studies may vary by video but may include the interviewee's home agencies, the DoD Counter-Insider Threat Program, and the NITTF. Each video case study focuses on one person who recounts his/her firsthand experience with an insider threat case (as an analyst, investigator, coworker, supervisor, etc.), and is designed to be presented and discussed in no more than one (1) hour.

The contracting staff shall collaborate with the government to identify one (1) subject per video case study. The contracting staff shall record source material with each subject. The final deliverable shall be no more than 15 minutes in length, and shall be professionally recorded and edited. The final video shall be delivered as a .mov file that meets all of PERSEREC's technical requirements.

The video case studies shall be branded as products of The Threat Lab sponsored by DoD's Counter-Insider Threat Program and the NITTF. The video case studies will undergo internal peer review in compliance with PERSEREC policies.

Project Initiation and Maintenance

Prior to the period performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 1 month of start of PoP
Deliverable 3: Video Case Study #1	By the last day of the PoP
Deliverable 4: Video Case Study #2	By the last day of the PoP

Deliverable 5: Video Case Study #3	By the last day of the PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The team assigned to this task shall collectively possess the following skills:

- Advanced degree, training, and/or a minimum of five (5) years of experience in documentary film interviewing, ethnography, investigative interviewing, clinical interviewing, and/or oral history;
- Advanced degree, training, and/or a minimum of five (5) years of experience in videography, to include production and post-production;
- A demonstrated understanding of the DoD population through work experience directly in support of the military or DoD population;
- Excellent oral communication skills;
- Excellent organizational skills; and
- Ability to work independently.

Contractor Travel

The government has not identified the following travel for this task.

Other Direct Costs (ODC)

The government will provide funds for the hard copy brochures (Task 30.1.5) and a subscription to PsycNet to support the literature reviews required to complete a number of tasks.

ORDER FOR SUPPLIES AND SERVICES	IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGE(S)

1. DATE OF ORDER	2. ORDER NUMBER	3. CONTRACT NUMBER	4. ACT NUMBER
09/17/2020	47QFPA20F0096	GS09Q16BHD0002	A22067830

FOR GOVERNMENT USE ONLY

5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)*
Therese Pena
NORTHROP GRUMMAN SYSTEMS CORPORATION
7575 COLSHIRE DR
MCLEAN, VA 221027508
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
[redacted]

9B. CHECK, IF APPROP WITHHOLD 20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION
Contracts and Grants

10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO,IL 60695-1830
United States

13. SHIP TO*(Consignee address, zip code and telephone no.)*
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Gary R Hall
GSA Region 09
50 UNITED NATIONS PLZ
SAN FRANCISCO, CA 94102-4912
United States
415-436-8758

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		09/20/2021	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09200085

2. Task Order 37: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for NITTF The Threat Lab Research. Northrup Grumman's revised technical and price quotation dated September 2, 2020 in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Time and Material Labor (0001). T&M Labor CLIN 0001, Travel CLIN 0003 and Other Direct Costs CLIN 0004 will be billed monthly, as incurred. Labor FFP CLIN 0002 will be billed in equal monthly installments.

3. Period of Performance: September 21, 2020-September 20, 2021

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Time and Material
Total Amount: NTE Ceiling [redacted]
Funded

CLIN 0002: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: [redacted]
Funded

CLIN 0003: Travel
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded (All travel requires prior proper approvals)

CLIN 0004: Other Direct Costs
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support	1	lot	[redacted]	[redacted]
0002	Labor Support	1	lot	[redacted]	[redacted]
0003	Travel	1	lot	[redacted]	[redacted]
0004	Other Direct Costs	1	lot	[redacted]	[redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL **$1,930,881.75**

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE

(https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).	Rebecca A Longo 09/17/2020	
GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**	**GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09200085 - OUSD(I&S) – NITTF The Threat Lab Research
Task Order 37
Request for Proposal

Date: August 12, 2020

Response Request by: NLT August 26, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09200085 - NITTF The Threat Lab Research

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC) requires research on the prevalence of domestic extremist ideology or activity in the military, and the broader DoD.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months.

TASK ORDER TYPE
The task order shall be time & material with travel in a NTE amount of $1,930,881.75. This amount is inclusive of $5,600 for travel.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at garyr.hall@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if

applicable.

(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

<u>BASIS OF AWARD:</u>
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will

be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

A not to exceed for travel in the amount of $5,600 is established for the twelve month base period.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by August 18, 2020 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at garyr.hall@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

NITTF – The Threat Lab Research FY20
ID09200085 Task Order 37
Performance Work Statement

PERSEREC established The Threat Lab in 2018 to integrate the social and behavioral sciences into DoD's counter-insider threat mission space. The Threat Lab requires assistance with research, education, and professionalization tasks identified by the National Insider Threat Task Force (NITTF) as critical to the mission.

Task 37.1: Insider Threat Studies Graduate Certificate

The contractor shall…

Design four (4), 10-week synchronous courses that together serve as a complete, unclassified, exportable curriculum for an insider threat studies graduate-level certificate. The four courses shall be designed based on the following themes: insider threat policy and program fundamentals,[1] insider threat detection and analysis, the role of the social and behavioral sciences in insider threat programs,[2] and the future of insider threat. These four courses shall be designed to be taken consecutively over the course of four quarters. Each course shall include, at a minimum, a comprehensive syllabus, material requirements (*e.g.*, books, articles), in-depth weekly lesson plans, one writing assignment, and one examination. With the government's approval, the contractor may collaborate with a specific college/university to tailor the curriculum to the school's needs, or the contractor may deliver a general curriculum suitable for export upon future request.

The curriculum shall be branded as a product of The Threat Lab and shall meet all technical requirements to ensure that the final deliverable can be deployed electronically as-is. The curriculum will undergo an internal peer review in compliance with PERSEREC policies.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed tasks (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The tasks shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required deliverables, and the division of labor between the contractor and the government.

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[1] The contractor may collaborate with CDSE to update their 2020 Insider Threat Fundamentals Course rather than create a brand new course.
[2] The contractor may update The Threat Lab's 2020 SBS & Insider Threat Course and include it in the four-course curriculum required for this sub-task rather than create a brand new course.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Four-Course Curriculum	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.2: Critical Thinking Toolkit

The contractor shall…

Design and deliver a toolkit that helps to improve critical thinking skills within the government workforce. These skills will help protect the workforce against misinformation, disinformation, and social engineering attempts.

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an instructional video, an interactive awareness game, a poster series, and/or a webinar.

The Research Note and the artifact(s) shall be branded as products of The Threat Lab and shall meet all technical requirements to ensure that they can be deployed electronically as-is. The Research Note and the artifact(s) will undergo an internal peer review in compliance with PERSEREC policies. If applicable, the contractor shall ensure that the artifact(s) is eligible for professional development units (PDU) in support of OUSD(I&S) certification requirements; the government will assist with this process upon request.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Research Note	Within 12 months of start of PoP
Deliverable 4: Artifact(s)	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.3: Threat Assessment Training

The contractor shall…

Produce an unclassified, interactive, 40-hour synchronous course on threat assessment for the global insider threat stakeholder workforce. The final product shall note any eligibility criteria/prerequisites, and include all supporting materials including, but not limited to, a comprehensive syllabus, material requirements (*e.g.*, books, articles), in-depth weekly lesson plans, homework assignments, and examination material.

Once the course has been designed, the contractor shall teach the course at least twice (virtually or in-person) during the period of performance. Each session shall include at least 20 participants; priority will be given to government personnel who currently serve in security/insider threat roles. The contractor shall lead the outreach and recruitment efforts to identify and register people for the courses; the government will assist with recruitment upon request.

The course shall be branded as a product of The Threat Lab and shall meet all technical requirements to ensure that the final deliverable can be taught virtually or in-person. The curriculum will undergo an internal peer review in compliance with PERSEREC policies. The contractor shall ensure that the final product is eligible for professional development units (PDU) in support of OUSD(I&S) certification requirements; the government will assist with this process upon request.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed tasks (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The tasks shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required deliverables, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Threat Assessment Course	Within 6 months of start of PoP
Deliverable 4: Teach Course #1	Within 12 months of start of PoP
Deliverable 5: Teach Course #2	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The contractor(s) selected to teach the threat assessment course shall meet the following requirements:

- A nationally recognized certification as a Threat Assessment Professional focused on managing risk from potentially violent behavior, or equivalent experience;
- Doctor of Philosophy (PhD) in Psychology or Doctor of Psychology (PsyD), with a clinical and/or forensic background, minimum of ten (10) years' experience in the field of clinical and/or forensic psychology;
- Forensic background preferable with experience in one (1) or more of the following areas: threat assessments; support to counterintelligence operations; eligibility and access determinations for classified and/or sensitive information; support to workplace violence prevention;
- Experience providing support and expertise to a local, state, or federal threat management unit or team focused on assessing and managing the risk of violent behavior;
- Demonstrated experience in providing military or civilian leaders with risk assessment advice and counsel, and presenting those findings in both written and verbal formats; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Task 37.4: Insider Threat Analyst Workbook

The contractor shall…

Design and deliver an unclassified, electronic workbook that serves as a training aid for Insider Threat Hub analysts. The purpose of this workbook is to ensure analysts receive training on a variety of insider threat cases they may encounter during the course of their work. The workbook shall include at least 10 fictionalized insider threat cases and be modeled on the tabletop exercises that were designed and deployed in support of the previous Task Order 12.4: *Prevention, Assistance, and Response (PAR) Capabilities*. Unlike a tabletop exercise, however, the handbook shall be designed to provide analysts an opportunity to work through cases on their own and at their own pace.

The workbook shall be branded as a product of The Threat Lab and shall meet all technical requirements to ensure that the final deliverable can be deployed electronically as-is. The workbook will undergo an internal peer review in compliance with PERSEREC policies. The contractor shall ensure that the final product is eligible for professional development units (PDU) in support of OUSD(I&S) certification requirements; the government will assist with this process upon request.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Workbook	Within 9 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.5: SBS Summit 2021

The contractor shall…

Plan, execute, and report on a virtual 2021 Social & Behavioral Science Summit (hereinafter, "Summit") to be held in September 2021. This Summit represents The Threat Lab's official contribution to National Insider Threat Awareness Month (NITAM). The outcome of the Summit will be an online, publicly accessible body of knowledge centered around a theme selected by NITAM organizers.

Planning: The contracting team shall develop a working outline and timeline to ensure the Summit is executed efficiently.

Speakers & Agenda: The government will identify and recruit speakers for the Summit. Once the government identifies speakers, the contractor shall create up to 20 hours of speaker presentation content for the Summit. Presentation content shall consist of a video of the speaker and accompanying slides. Speakers will create their own slides, which will be bookended by templated material that the contractor shall create and submit to the government for approval. The contractor shall assist the government with identifying potential speakers, drafting emails and other promotional materials, and creating the content release agenda.

Summit Artifacts: The contractor shall assist the government with identifying and collecting artifacts related to the Summit theme. Artifacts may consist of publicly accessible, open source content such as videos, reports, articles, and podcasts. The contractor shall collect both internal (e.g., Threat Lab, PERSEREC) materials available for public release and external artifacts for the Summit. The government is responsible for the final decision as to which artifacts will be included in the Summit.

Summit Logo: The government will provide the contractor with the theme for the 2021 Summit. The contractor shall present the government with at least three (3) options for a Summit logo. The government will select the final logo and the contractor shall use the approved logo design in marketing material, website design, and other Summit materials.

Summit Marketing: The government has the primary responsibility for inviting international and domestic government, academic, and industrial personnel to visit the Summit website. The government will promote the event to its target audience. After the government sends the initial invitation, the contractor shall follow up with invitees with periodic reminders to maximize site visitation.

Website Development and Maintenance: The contractor shall build the 2021 SBS Summit website on the pre-existing 2020 SBS Summit website. The contractor shall confirm that the previously-purchased website, www.sbssummit.com, provides secure connections with online users. The website shall include all of the artifacts selected for inclusion. The contractor shall update the website on a continual basis or as required by the government through the period of performance.

Summit Staff & Support: The contractor shall provide personnel to update the website every business day during the Summit. Additionally, the contractor shall troubleshoot all Summit-related issues and collect information about website reach using Google Analytics. Examples of collected information include: how many times the page is visited and how many times each link is clicked.

Post-Summit Summary: The contracting team shall provide a post-Summit report that identifies and summarizes performance metrics throughout the Summit. The report shall be delivered as a slide deck. The slide deck will include the most highly visited days and topics, as well as a summary of all interactive website submissions. Interactive website submissions include any interactive forum posting, submitted answers to questions posed by the website host, and any other interactive material designed for the website.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: SBS Summit 2021	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.6: Insider Threat Ecosystem Model

In accordance with Executive Order 13587 and the *National Insider Threat Policy & Minimum Standards for Executive Branch Insider Threat Programs* (hereinafter, "Minimum Standards"), many Insider Threat Programs focus on interrupting an individual's pathway to malicious behavior in order to protect critical assets. However, individual behavior occurs within an environment comprised of micro- (*e.g.*, families), meso- (*e.g.*, organizations), and macro-level (*e.g.*, countries) systems. Therefore, agencies that are ready to mature beyond compliance with the Minimum Standards should shift from a strict focus on individuals to an ecosystem model of risk management (*i.e.*, Counter-Insider Threat Program).

The contractor shall…

Establish criteria (*i.e.*, minimum standards) that document and institutionalize the ecosystem model of insider risk management. The contractor also shall produce a corresponding Implementation Plan and Assessment Protocol designed to measure agencies' progress toward a comprehensive Counter-Insider Threat Program. These deliverables shall be based on the results of a literature review, policy reviews, and subject matter expert (SME) interviews.

The contractor shall identify SMEs, schedule interviews, and conduct up to 15 interviews telephonically. The contractor shall draft the interview protocol(s) for government approval. At least two contractors shall attend each SME interview and produce field notes within three (3) days of each interview. At least two contractors shall produce a content analysis of the SME field notes.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Ecosystem Minimum Standards	Within 10 months of start of PoP
Deliverable 4: Implementation Plan	Within 12 months of start of PoP
Deliverable 5: Assessment Protocol	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.7: Trusted Workforce 2.0

The contractor shall…

Produce an unclassified Research Note that summarizes the results of a quick-look assessment of the policy, legal, and technical challenges associated with the design and implementation of the Trusted Workforce 2.0 initiative across the federal government. This Research Note will be based on the results of subject matter expert (SME) interviews with government personnel.

The contractor shall identify SMEs, schedule interviews, and conduct up to 15 interviews telephonically. The contractor shall draft the interview protocol(s) for government approval. At least two contractors shall attend each SME interview and produce field notes within three (3) days of each interview. At least two contractors shall produce a content analysis of the SME field notes. The Research Note shall be branded as a product of The Threat Lab.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Research Note	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.8: The Threat Lab Website

The contractor shall…

Design a professional, public-facing website for The Threat Lab. The website shall have at least six tabs: Home, About, Contact, Current Projects, Resources, and Partners. The website also shall have a Search bar and links to any active social media accounts managed by The Threat Lab.

Prior to writing the content, the contractor shall present the government with at least three (3) options for the "look and feel" of the website. Upon approval, the contractor shall provide at least one (1) complete draft of the website content to the government for review and revision. The website design and content will undergo an internal peer review in compliance with PERSEREC policies.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Website	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 37.9: Domestic Extremism Workshop

The contractor shall…

Design and deliver a one-day, unclassified, interactive, virtual workshop on domestic and foreign extremism. This workshop will complement the 2020-2021 graphic novel and will feature material and presentations from subject matter experts (SME) in both research and operations related to the theme. Presentations may be live webcasts or pre-recorded webinars, and may include FOUO material, as necessary.

Once the workshop has been designed, the contractor shall deliver the workshop at least four (4) times during the period of performance. Each session shall include at least 20 participants; priority will be given to government personnel who currently serve in security/insider threat roles. The contractor shall lead the outreach and recruitment efforts to identify and register people for the courses; the government will assist with recruitment upon request.

The course shall be branded as a product of The Threat Lab and shall meet all technical requirements to ensure that the course can be taught virtually. The workshop agenda will undergo an internal peer review in compliance with PERSEREC policies. The contractor shall ensure that the final product is eligible for professional development units (PDU) in support of OUSD(I&S) certification requirements; the government will assist with this process upon request.

Project Initiation and Maintenance

Prior to the period of performance, the government will secure the necessary approvals for the above-listed task (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required). The task shall kick off with a team meeting co-led by the contractor's team leader and the government. This meeting shall be attended by all project personnel, to include at least one (1) representative from the contractor's management staff. The purpose of this meeting is to discuss the goals of the task, the timeline, required outputs, and the division of labor between the contractor and the government.

During the kick-off meeting, the team shall set a schedule of meetings with the government. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Kick-Off Meeting	Within 3 days of start of PoP
Deliverable 2: Project Schedule	Within 2 weeks of start of PoP
Deliverable 3: Workshop Design	Within 3 months of start of PoP
Deliverable 4: Teach Workshop #1	Within 6 months of start of PoP
Deliverable 5: Teach Workshop #2	Within 9 months of start of PoP
Deliverable 6: Teach Workshop #3	Within 12 months of start of PoP
Deliverable 7: Teach Workshop #4	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The contractor(s) selected to teach the workshops shall meet the following requirements:

- Demonstrated expertise in extremism research or minimum five (5) years of related operational (*e.g.*, law enforcement, counterintelligence, analysis) experience;
- Experience providing education and/or expertise to an operational audience;
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Task 37.10: Threat Lab Research & Administrative Support

The contractor shall…

Complete programmatic requirements and provide support for ongoing project management, information sharing, and outreach to ensure the operational effectiveness of The Threat Lab. Tasks will include:

- Office Support. Coordinate meetings to include: scheduling; visitor parking reservations through building security; assisting with desk reservations for non-resident staff; coordinating and preparing agendas and read-ahead materials for meetings; drafting briefing slides, meeting minutes and action items; assisting with setting up audio and visual for meetings; and escorting visitors.
- Technical Support. Conduct literature reviews and/or market research not already specified. Assist with dissemination of materials produced by The Threat Lab.
- Meeting Support. Participate in meetings and upon request, produce meeting minutes within 3 days of the meeting date or the date when the contractor returns to his/her regular work site after long-distance travel that requires a hotel stay, whichever is later.
- Performance Reporting. Track the following data elements for each discrete task: the date work scope/cost estimate was requested by the government, date estimate provided by the contractor, the date task work started, the date task work completed, and labor hours expended per labor category. Provide a weekly report detailing performance per task, including labor categories, hours expended and cost. In monthly SMR meetings report the status of current tasks and the overall amount and rate of spending for all tasks.

Personnel

The contractor shall assign one team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote.

Contractor Travel

The government has identified the following travel for this task, which is subject to change pending the needs of the project.

Number of trips	*Duration*	*Number of People*	*Location*	*Purpose*
2	7	1	TBD	Sub-task 3: Deploy 40-hour threat assessment course

Other Direct Costs (ODC)

The government has not identified any ODCs for this task order.

Period of Performance

The period of performance for this task order shall be September 22, 2020 through September 21, 2021.

GS09Q16BHD0002 – ID09200085 - OUSD(I&S) – NITTF The Threat Lab Research
Task Order 37
Request for Proposal- Amendment 1

Date: August 24, 2020

Response Request by: NLT September 2, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal - Amendment 1

Project Title: ID09200085 - NITTF The Threat Lab Research

The purpose of this amendment is to;

1. Provide the Government response to questions submitted.
2. Task order type is revised from:

   TASK ORDER TYPE
   The task order shall be time & material with travel in a NTE amount of $1,930,881.75. This amount is inclusive of $5,600 for travel.

   to:

   TASK ORDER TYPE
   The task order shall be time & material with travel and other direct costs in a NTE amount of $1,931,110.67. This amount is inclusive of $5,600 for travel and $2,000 for other direct costs..

3. An extension is issued for the proposal due date to September 2, 2020.

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

GENERAL

Q1. Is Section 508 compliance required for all materials produced for TO37? This includes:

a. TO37.5 All material for the SBS Summit website, including all media (videos, PDFs, etc.)?

A1. a. YES

b. TO 37.8 All material for The Threat Lab website, including all embedded media (videos, PDF, PPT, etc.)?

A1. b. YES

TO37.1: Insider Threat Studies Graduate Certificate

Q2. Does the Government have a list of certification requirements to provide NG in order to develop a graduate certificate eligible for professional development units (PDUs)?

A2. NO

If not, will the Government furnish a list of requirements after the start of the period of performance (PoP)?

A2. Stephanie to look into providing information to NG. An extension to due date of proposal will be issued if needed.

TO37.3: Threat Assessment Training

Q3. Does the Government have a list of certification requirements to provide NG on order to develop a training for professional development units (PDUs)? If not, will the Government furnish a list of requirements after the start of the PoP?

A3. See response to Q2.

TO37.4: Insider Threat Analyst Workbook

Q4. Does the Government have a list of certification requirements to provide NG on order to develop a workbook eligible for professional development units (PDUs)? If not, will the Government furnish a list of requirements after the start of the PoP?

A4. See response to Q2.

TO37.5: SBS Summit 2021

Q5. The PoP ends September 21, 2021. The Summit is meant to coincide with National Insider Threat Awareness Month (NITAM) in September and thus is not expected to end until September 30, 2021, with Google Analytics unavailable for write up and analysis until October 1, 2021. Does the government plan to lengthen the PoP months to accommodate these events?

A5. The period of performance is revised to end October 29, 2021.

Q6. No ODCs are allocated to TO37. Does the government want to supply ODCs for the purposes of website functionality, web analytics, and video quality (e.g., Vimeo 1 year Pro Plan, MonsterInsights 1 year plan, shipping costs for cameras)? Without these ODCs, the website is likely to experience significant delays when users

play videos or view content, the available Google Analytics will be fewer than 2020, and presenters will be unable to use The Threat Lab web cameras in the case that a presenter has a low quality system.
A6. $2,000 is allocated to ODCs.

TO 37.9: Domestic Extremism Workshop

Q7. Does the Government have a list of certification requirements to provide NG on order to develop a workshop eligible for professional development units (PDUs)? If not, will the Government furnish a list of requirements after the start of the PoP?
A7. See answer to Q2.

Q8. The tile of TO37.9 is "Domestic Extremism Workshop", but the PWS discusses foreign and domestic extremism, "Design and deliver a one-day, unclassified, interactive, virtual workshop on domestic and foreign extremism." The contractor reads this as "homegrown domestic extremism and domestic extremism inspired, supported or directed by foreign sources". Does the government share this same understanding, or does the government intend for the workshops to cover extremist groups operating abroad that may not operate in the US?
A8. Yes, the government shares the same understanding.

Q9. Per the PWS, "The workshop agenda will undergo an internal peer review in compliance with PERSEREC policies." Peer reviews are typically for all to-be-released material. Does the government intend peer review to be limited to the agenda or is peer review expected for all workshop materials?
A9. The peer reviews are not intended for workshop materials.

Q10. Per the PWS, "Once the workshop has been designed, the contractor shall deliver the workshop at least four (4) times during the period of performance." Does the government intend for NG to deliver the same workshop with the same agenda and materials 4 times, or to have a different agenda and materials for each of the 4 workshops?
A10. The workshop is the same agenda, same materials intended for smaller groups to maximize discussion. Live and/or pre-recorded.

ORDER FOR SUPPLIES AND SERVICES		IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGE(S)
1. DATE OF ORDER 09/23/2020	2. ORDER NUMBER 47QFPA20F0101	3. CONTRACT NUMBER GS09Q16BHD0002	4. ACT NUMBER A22068046

FOR GOVERNMENT USE ONLY

5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
FUND 285F	ORG CODE Q09FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
FUNC CODE AF151	C/E CODE H08	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR *(Name, address and zip code)* Therese Pena NORTHROP GRUMMAN SYSTEMS CORPORATION 7575 COLSHIRE DR MCLEAN, VA 221027508 United States (703) 205-3100	8. TYPE OF ORDER B. DELIVERY REFERENCE YOUR Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated. This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract. C. MODIFICATION NO. P00000 TYPE OF MODIFICATION: AUTHORITY FOR ISSUING
9A. EMPLOYER'S IDENTIFICATION NUMBER [redacted] 9B. CHECK, IF APPROP WITHHOLD 20%	Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.
10A. CLASSIFICATION Contracts and Grants	10B. TYPE OF BUSINESS ORGANIZATION C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*	12. REMITTANCE ADDRESS *(MANDATORY)*	13. SHIP TO*(Consignee address, zip code and telephone no.)*
GSA Region 09 Rebecca A Longo 333 W Broadway Suite 950 SAN DIEGO, CA 92101-0000 United States (619) 557-5118	NORTHROP GRUMMAN SYSTEMS CORPORATION P.O. BOX 88830 CHICAGO,IL 60695-1830 United States	David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States 831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE	15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
David A Richmond DoD Center Monterey Bay 400 Gigling Rd Seaside, CA 93955-6771 United States	Gary R Hall GSA Region 09 50 UNITED NATIONS PLZ SAN FRANCISCO, CA 94102-4912 United States 415-436-8758

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		09/23/2021	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09200091

2. Task Order 39: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for NITTF #2 – The Threat Lab. Northrup Grumman's technical and price quotation dated September 15, 2020 in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS), dated August 11, 2020.

This Task Order is Time and Material Labor (0001). T&M Labor CLIN 0001, and Other Direct Costs CLIN 0002, will be billed monthly, as incurred. Firm Fixed Price Labor CLIN 0002 to be billed in equal monthly installments.

3. Period of Performance: September 24, 2020-September 23, 2021

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Time and Material
Total Amount: NTE Ceiling [redacted]
Funded

CLIN 0002: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: NTE Ceiling [redacted]
Funded

CLIN 0003: Other Direct Costs
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support - Time and Material	1	lot	[redacted]	[redacted]
0002	Labor Support - Firm Fixed Price	1	lot	[redacted]	[redacted]
0003	Other Direct Costs	1	lot	[redacted]	[redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)* Office of People Analytics, 831-583-2400	TOTAL From 300-A(s)	
22. SHIPPING POINT Specified in QUOTE 23. GROSS SHIP WT.	GRAND TOTAL	$8,695,562.00

24. MAIL INVOICE TO: *(Include zip code)*		
General Services Administration (FUND) The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).	25A. FOR INQUIRIES REGARDING PAYMENT CONTACT: GSA Finance Customer Support 26A. NAME OF CONTRACTING/ORDERING OFFICER*(Type)* Rebecca A Longo 26C. SIGNATURE Rebecca A Longo 09/23/2020	25B. TELEPHONE NO. 816-926-7287 26B. TELEPHONE NO. (619) 557-5118

GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**		**GSA** FORM **300** (REV. 2-93)

Date: August 28, 2020

Response Request by: NLT September 11, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09200091 - **NITTF #2 – The Threat Lab, Certification & Professional Development**

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC), The Threat Lab requires assistance with administration, research, education, certification, training, program evaluation, and strategic communication tasks identified by the National Insider Threat Task Force (NITTF) as critical to the mission.

PERIOD OF PERFORMANCE:
The period of performance is a base period of twelve (12) months.

TASK ORDER TYPE
The task order shall be time & material with a NTE amount of $8,695,562.00. This amount includes a NTE amount of $30,000 for other direct costs.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at garyr.hall@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement
(2) A narrative description of the Contractor's proposed solution - plans for

performance, technical approach, any problem areas, and assumptions, if applicable.

(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

The Offeror's price proposal will not be rated. However, the Government shall evaluate the Offeror's proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by September 4,, 2020 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at garyr.hall@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

____

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

NITTF #2 – The Threat Lab, Certification & Professional Development
ID 09200091, Task Order 39
Performance Work Statement
Dated: August 11, 2020

PERSEREC established The Threat Lab in 2018 to integrate the social and behavioral sciences into DoD's counter-insider threat mission space. The Threat Lab requires assistance with administration, research, education, certification, training, program evaluation, and strategic communication tasks identified by the National Insider Threat Task Force (NITTF) as critical to the mission.

Administration

Task 39.1: Program Management & Administrative Assistance

The contractor shall…

Manage programmatic requirements and provide administrative support for ongoing project management and outreach to ensure the operational effectiveness of The Threat Lab throughout the period of performance. Tasks shall include:

- Support the DoD Director of Research, Counter-Insider Threat Program, in tracking task orders, informal, and formal deliverables;
- Coordinate contracting and sub-contracting teams working on various projects within The Threat Lab's portfolio;
- Create a master program schedule and make sure that milestones are met across various projects;
- Synthesize project-specific Weekly Activity Reports (WAR) into one master WAR;
- Manage budget;
- Manage risks and issues that arise over the course the period of performance, and take measures to correct them as they occur;
- Coordinate projects and their interdependencies;
- Ensure deliverables are aligned across the projects;
- Ensure all documents saved in the project folders are organized and properly named in accordance with policy;
- Conduct literature reviews and/or market research not already specified;
- Support the work of The Threat Lab's Advisory Panel, as necessary;
- Support the development and distribution of artifacts, as necessary;
- Manage The Threat Lab's social media account(s) and email account, as necessary;
- Coordinate visitor parking reservations through building security and escort visitors;
- Assist with meeting invitations, read-aheads, and meeting agendas;
- Assist with setting up audio and visual for meetings; and

- Participate in meetings and upon request, produce meeting minutes within 3 days of the meeting date or the date when the contractor returns to his/her regular work site after long-distance travel that requires a hotel stay, whichever is later.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: FY21 Master Project Schedule	Within 6 weeks of start of PoP; Update throughout PoP

Personnel

The personnel assigned to this sub-task may be located on-site in Seaside, California, or, with the government's concurrence, be remote. The team assigned to this sub-task shall collectively possess the following skills:

- A nationally recognized certification as a program or project management professional, or equivalent experience;
- Broad knowledge of project and program management methodologies;
- Experience managing a large and complex project/program;
- Understanding of The Threat Lab's business model and strategic goals;
- Ability to work with a wide range of individuals;
- Strong leadership and managerial skills;
- Strong knowledge of budgeting and resource allocation procedures;
- Strong knowledge of contracting rules, regulations, and procedures;
- Exceptional time management and organizational skills;
- Strong communication skills, both written and verbal; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Research

Task 39.2: One-Day Virtual Student Conference

The contractor shall…

Design and deliver a one-day, unclassified, interactive, virtual conference that features material and presentations from undergraduate and graduate students related to the counter-insider threat mission space. Presentations shall be live webinars. Each speaker shall have between 30 and 60 minutes for his/her presentation, to include a live question-and-answer period.

The virtual conference will be presented to students for the public. The contractor shall provide the virtual platform, lead the outreach and recruitment efforts to identify speakers, and register people for the conference, if applicable; the government will assist upon request. The government will approve all speakers prior to recruitment.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Virtual Conference	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Education

Task 39.3: Insider Threat Studies Graduate Certificate – 4 Elective Courses

The contractor shall…

Design four (4), 10-week synchronous courses that are exportable for an insider threat studies graduate-level certificate. The four courses shall not duplicate courses previously designed by The Threat Lab or CDSE, to include those required in Task Order 37, Sub-Task 1. Each course shall include, at a minimum, a comprehensive syllabus, material requirements (*e.g.*, books, articles), in-depth weekly lesson plans, one writing assignment, and one examination. With the government's approval, the contractor may collaborate with a specific college/university to tailor the courses to the school's needs, or the contractor may deliver general courses suitable for export upon future request.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Four Courses	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.4: Insider Threat Studies Graduate Certificate – Pilot 2 Courses

The contractor shall…

Pilot two (2) of the insider threat studies courses created by The Threat Lab, to include those developed in fulfillment of requirements for Task Order 21, Sub-task 2; Task Order 30, Sub-task 6; Task Order 37, Sub-task 1; or the above-listed Sub-task 3. In Week 10 of each course, the contractor shall collect feedback from the students about the course material, instructor, and delivery platform. Upon completion of each pilot, the contractor shall make changes and improvements to the course materials based on student feedback and the instructor's experience.

The government will lead the outreach and recruitment efforts to identify and register up to 20 people for each course; the contractor shall assist with recruitment upon request. Individuals who hold either of the two OUSD(I&S) insider threat certifications (see Sub-Task 5 below for more information on these certifications) will be prioritized for registration.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Pilot Two Courses	Within 12 months of start of PoP
Deliverable 3: Update Course Materials	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The contractor(s) selected to teach the courses shall meet the following requirements:

- A demonstrated expertise in the course topic, either through accredited education and/or experience in the relevant field(s);
- Prior teaching experience in a university, government, and/or private sector setting;
- Excellent written and verbal communication skills; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD civilian population.

Certification

Task 39.5: Certified Counter-Insider Threat Professional—Fundamentals (CCITP-F) Certification

Over the past three (3) years, OUSD(I&S) has collaborated with the private sector to create, pilot, accredit, and deliver two insider threat certifications for US government personnel: Certified Counter-Insider Threat Professional—Fundamentals (CCITP-F) and Certified Counter-Insider Threat Professional—Analysis (CCITP-A). The government intends to make these two professional certifications available to domestic and foreign government, academic, and private sector personnel, which requires the body of knowledge and core competencies to be revised.

The contractor shall…

Revise the body of knowledge and the core competencies of the OUSD(I&S) Certified Counter-Insider Threat Professional—Fundamentals (CCITP-F) certification to ensure it is applicable to a global audience rather than to just a US government audience. The government will ensure that the contractor receives all of the material previously created in support of the CCITP-F certification. The contractor also shall continue to manage and advance the accreditation process that is already underway, although completion is not required by the end of the period of performance.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: CCITP-F Certification	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.6: Professional Development Unit (PDU) Management Software

The contractor shall…

Design and deliver an electronic PDU tracking solution that will help the NCSC/National Insider Threat Task Force plan, manage, and track professional development activities associated with the OUSD(I&S) insider threat certifications described above in Sub-Task 5. This system will provide the government with real-time access to information and the ability to advertise courses, workshops, and other materials that qualify for PDUs. This system also will provide individuals with the ability to input their professional development activities and create professional development plans.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: PDU Management Software	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.7: Professionalization Road Map for Analysts

The contractor shall…

Produce a Professionalization Road Map for Insider Threat Program analysts that will help to raise the insider threat analyst's role from a series of tasks into a profession of its own. The Road Map will: 1) define the role of the insider threat analyst in an Insider Threat Program Hub; 2) identify a core base of knowledge that supports organizations' understanding of that role; and 3) establish expectations for foundational knowledge and professional advancement.

The Road Map shall be based on the results of a literature review and feedback gathered from SMEs. The contractor shall identify SMEs, schedule interviews, and conduct interviews telephonically. The contractor shall produce field notes within three days of the each interview. At least two members of the contracting team shall produce a content analysis of the SME field notes.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Professionalization Roadmap	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Training

Task 39.8: Insider Threat Analyst Basic Tradecraft Primer

The contractor shall…

Produce an unclassified basic tradecraft primer for Insider Threat Program analysts as part of a larger effort to advance the emerging insider threat profession. This primer shall highlight structured analytic techniques that may help analysts address questions associated with concerning behavior; write concise, clear reports; and produce recommendations based on available intelligence. This primer shall not duplicate tradecraft materials developed for intelligence analysts; this primer shall be relevant to analysts who support unclassified government, private sector, and academic Insider Threat Programs.

The Basic Tradecraft Primer shall be based on the results of a literature review and feedback gathered from SMEs. The contractor shall identify SMEs, schedule interviews, and conduct interviews telephonically. The contractor shall produce field notes within three days of the each interview. At least two members of the contracting team shall produce a content analysis of the SME field notes.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Professionalization Roadmap	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.9: Concerning Conduct Web Application for Supervisors

The contractor shall…

Pilot the Concerning Conduct Web Application created in fulfillment of the requirements for Task Order 18, Sub-Task 1, with at least one organization for at least a 6-month evaluation window. The Threat Lab developed this online Concerning Conduct Web Application to help first-line supervisors identify concerning behaviors among their employees, report those behaviors as necessary, and provide assistance when necessary.

The pilot test will include engagement with representatives of the groups included in the Web Application as supervisor resources (*e.g.*, human resources, legal counsel, ombudsman, insider threat hubs). The government will lead the outreach and recruitment efforts to identify potential partner organizations; the contractor shall assist with recruitment upon request. Federal government organizations will be prioritized for recruitment.

This sub-task shall result in: 1) Research Note that documents the method and results of the pilot and 2) a revised Concerning Conduct Web Application that incorporates the feedback and lessons learned during the pilot.

Project Close-out

Once the final project deliverables have been submitted, the contractor shall conduct a final close-out meeting with the government to ensure that all documents saved in the project folder are well-organized and accessible. The contractor shall ensure clear delineation of working documents versus final, clean versions. During the close-out meeting, the contractor shall walk through the project folders with the government to confirm the location of all essential project documentation.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Research Note	Within 11.5 months of start of PoP
Deliverable 3: Concerning Conduct Web Application V2	Within 11.5 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.10: Communicating Risk Toolkit

The contractor shall…

Design and deliver a toolkit that helps Insider Threat Program Hub personnel effectively communicate their mitigation recommendations—both in writing and verbally—to decision-makers (*i.e.*, supervisors, Human Resources personnel, etc.) in order to maximize compliance. This toolkit shall include empirically-based communication strategies, value propositions, sample messaging, and recommendations to address common barriers to consensus and implementation.

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, tabletop exercises, a workshop, and/or a handbook.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Research Note	Within 6 months of start of PoP
Deliverable 3: Artifact(s)	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. Personnel involved in collection of information from Insider Threat Hub personnel may require a favorably adjudicated Secret clearance. Team members shall include individuals familiar with processes and procedures for assessing and managing insider threats.

Task 39.11: Engaging with HR Professionals Toolkit

The contractor shall…

Design and deliver a toolkit that helps Insider Threat Program Hub and managers engage with Human Resources professionals. This toolkit will help maximize information sharing and collaboration.

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an instructional video, an interactive awareness game, a handbook, and/or a webinar.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Research Note	Within 6 months of start of PoP
Deliverable 3: Artifact(s)	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.12: Mitigating Toxic Behavior Toolkit

The contractor shall…

In conjunction with Task Order 30, Sub-Task 5, design and deliver a toolkit that helps organizations prevent, identify, and mitigate toxic behavior among senior personnel. This toolkit will help maximize organizational and individual wellness and teach individuals how to "manage up."

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices and lessons learned to the intended audience. Possible artifacts include, but are not limited to, an instructional video, an interactive awareness game, a handbook, and/or a webinar.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Research Note	Within 6 months of start of PoP
Deliverable 3: Artifact(s)	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.13: Mitigating Unintentional Insider Threat Toolkit

The contractor shall…

Design and deliver a toolkit that helps Insider Threat Program Hub and managers mitigate and respond to unintentional insider threat activity within their workforce. This toolkit will provide reasonable response and mitigation strategies for personnel who may be unaware of security policies or who act carelessly.

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an instructional video, an interactive awareness game, a handbook, and/or a webinar.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Research Note	Within 6 months of start of PoP
Deliverable 3: Artifact(s)	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.14: Leadership Development Counter-Insider Threat Toolkit

The contractor shall…

Design and deliver a toolkit that may be embedded in or complement an organizational leadership course (*e.g.*, team leader/project manager, supervisor, manager, executive) that educates leaders about the fundamentals of insider threat detection, prevention, and mitigation. This toolkit will help educate leaders in order to maximize the likelihood that they will buy in and support insider threat programs.

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an instructional video, a webinar, and a tabletop exercise.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Research Note	Within 6 months of start of PoP
Deliverable 3: Artifact(s)	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.15: IMSO Basic Threat Assessment Course (8-hour)

The contractor shall…

Produce an unclassified eight (8)-hour computer-based training (CBT) on basic threat assessment specifically targeted to international military student officers (IMSO). If necessary, the course may be classified as For Official Use Only (FOUO). The final product shall include all supporting material including, but not limited to, a comprehensive agenda, learning objectives, detailed instructor notes, readings, and exercises, which may support all forms of delivery (*i.e.*, synchronous or asynchronous, instructor-led or independent study.)

The contractor shall design the course to be deployed as-is or organizations may customize it for their own needs (*e.g.*, insert organization-specific case studies, shorten/lengthen the course depending on mission needs, etc.). The CBT shall meet technical requirements to be integrated as-is into a pre-existing training platform (*e.g.*, Learning Management System).

Once the course has been designed, the contractor shall teach the course at least twice (virtually or in-person) during the period of performance. Each session shall include at least 20 IMSO participants.

The government will lead the outreach and recruitment efforts to identify and register people for the courses; the contractor shall assist with recruitment upon request.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: IMSO Basic Threat Assessment Course	Within 3 months of start of PoP
Deliverable 3: Teach Two Courses	Within 9 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The contractor(s) selected to teach the course shall meet the following requirements:

- A nationally recognized certification as a Threat Assessment Professional focused on managing risk from potentially violent behavior, or equivalent experience;
- Doctor of Philosophy (PhD) in Psychology or Doctor of Psychology (PsyD), with a clinical and/or forensic background, minimum of ten (10) years' experience in the field of clinical and/or forensic psychology;
- Forensic background preferable with experience in one (1) or more of the following areas: threat assessments; support to counterintelligence operations; eligibility and access determinations for classified and/or sensitive information; support to workplace violence prevention;
- Experience providing support and expertise to a local, state, or federal threat management unit or team focused on assessing and managing the risk of violent behavior;
- Demonstrated experience in providing military leaders with risk assessment advice and counsel, and presenting those findings in both written and verbal formats; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Task 39.16: Basic Threat Assessment Train-the-Trainer Course (40 hours)

The contractor shall…

Produce an unclassified, 40-hour, train-the-trainer course designed to teach members of the insider threat workforce how to deliver the 40-hour course on basic threat assessment described in Task Order 37, Sub-Task 3. The final product shall be delivered as a complete, electronic curriculum-in-a-box; it should note any eligibility criteria/prerequisites, and include all supporting materials including, but not limited to, a comprehensive agenda, learning objectives, detailed instructor notes, readings, exercises, handouts, cases, and read-aheads. If necessary, the course may be classified as For Official Use Only (FOUO). The contractor shall design the course to be deployed as-is or organizations may customize it for their own needs (*e.g.*, insert organization-specific case studies, shorten/lengthen the course depending on mission needs, etc.).

Once the 40-hour course has been designed, the contractor shall teach the course at least twice (virtually or in-person) during the period of performance. Each session shall include at least 20 participants. Upon completion of the 40-hour course, participants shall have the necessary information and materials to deploy the course without the assistance of the contractor.

The government will lead the outreach and recruitment efforts to identify and register people for the courses; the contractor shall assist with recruitment upon request.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Basic Threat Assessment Train-the-Trainer Course	Within 12 months of start of PoP
Deliverable 3: Teach Two Courses	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government’s concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The contractor(s) selected to teach the train-the-trainer course shall meet the following requirements:

- A nationally recognized certification as a Threat Assessment Professional focused on managing risk from potentially violent behavior, or equivalent experience;
- Doctor of Philosophy (PhD) in Psychology or Doctor of Psychology (PsyD), with a clinical and/or forensic background, minimum of ten (10) years' experience in the field of clinical and/or forensic psychology;
- Forensic background preferable with experience in one (1) or more of the following areas: threat assessments; support to counterintelligence operations; eligibility and access determinations for classified and/or sensitive information; support to workplace violence prevention;
- Experience providing support and expertise to a local, state, or federal threat management unit or team focused on assessing and managing the risk of violent behavior;
- Demonstrated experience in providing military leaders with risk assessment advice and counsel, and presenting those findings in both written and verbal formats; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD population.

Task 39.17: Workshop on the Future of Insider Threat

The contractor shall…

Design and deliver a one-day, unclassified, interactive, virtual workshop on the future of the counter-insider threat mission space. This workshop will build on the artifacts delivered in fulfillment of Task Order 16, Sub-task 1, and will feature new material and presentations from SMEs related to the theme. Priority will be given to presenters from future studies organizations. Presentations shall be live webcasts.

The workshop will be open to the public. The contractor shall lead the outreach and recruitment efforts to identify speakers and register people for the courses; the government will assist upon request.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Workshop	Within 9 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 39.18: Miscellaneous Professional Development Units (11 Artifacts)

The contractor shall…

Design and deliver 11 artifacts related to the counter-insider threat mission in addition to those already described in this Performance Work Statement. Possible artifacts include, but are not limited to, webinars, tabletop exercises, research reports, graphic novels, games, podcasts, and coursework.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Artifacts	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Program Evaluation

Task 39.19: Structured Professional Judgment (SPJ) Tool Evaluation

The contractor shall…

Select, purchase (if required), implement, and evaluate the value-add of at least one (1) SPJ in at least one (1) government Insider Threat Program. SPJs include, but are not limited to, the WAVR-21, the TRAP-18, and the SARA v3. This sub-task will help to assess the tools that are available to Insider Threat Programs before broad deployment and resource commitment.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Research Note (FOUO)	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Strategic Communication

Task 39.20: Strategic Communication & Outreach

The contractor shall…

Identify and execute strategic communication and outreach opportunities for The Threat Lab, the DoD Counter-Insider Threat Program, the National Insider Threat Task Force, and partners from the broader counter-insider threat community of practice. This sub-task will help to grow The Threat Lab's presence globally as the hub for insider threat social and behavioral science research. Tasks shall include:

- Identify opportunities to optimize current outlets that are reaching the target audience;
- Determine content and audience accessibility gaps;
- Track and catalogue existing assets, and align these assets to opportunities for plug and play based on timeliness of content in market;
- Identify a group of SMEs who can serve as ambassadors;
- Segment SMEs by strengths (*e.g.*, speaking, writing, media); and
- Solicit and execute opportunities for SMEs to educate, inform, and influence.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Strategic Engagement Calendar	Within 1 month of start of PoP; Update throughout PoP
Deliverable 2: Strategic Engagement Opportunities	At least monthly throughout PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. Personnel assigned to this task shall have a minimum of five (5) years of experience in the following:

- Developing, executing, and coordinating effective communications strategies to and between key stakeholders;
- Developing short- and long-term marketing strategies for diverse audiences across multiple media platforms;
- Establishing and attaining tangible goals in support of communications and marketing strategies; and
- Collaborating with internal and external stakeholders to ensure that marketing and communications activities are in line with larger organizational goals.

Project Initiation and Maintenance

All of the deliverables required to fulfill the above-listed sub-tasks shall be branded as co-products of the NCSC/National Insider Threat Task Force and The Threat Lab, and owned by the US government. When relevant, deliverables shall meet all technical requirements to ensure they may be deployed electronically as-is. Co-sponsors shall be listed on the deliverables, when applicable. The deliverables shall undergo a peer review.

When possible, and with the assistance of the government, the contractor shall ensure that individuals who hold either of the two OUSD(I&S) insider threat certifications may receive professional development units (PDU) for consuming the artifacts or helping to create (*e.g.*, serving as a subject matter expert, reviewing drafts, etc.) the artifacts delivered in fulfillment of the above-listed sub-tasks.

Prior to the period of performance, the government will secure the necessary approvals for the above-listed tasks (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required).

All tasks on this task order shall kick off with a large team meeting led by the government within 5 days of the start of the period of performance. This meeting shall be attended by all project personnel assigned to the sub-tasks included in this task order, to include at least one (1) representative from the contractor's management staff. The purpose of this large group meeting is to discuss the macro-level goals of the task order and how they relate to The Threat Lab's mission and long-term vision.

During follow-up meetings to the large kick-off meeting, the smaller project teams shall set a schedule of meetings with the individual project directors. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Contractor Travel

Due to uncertainly surround the coronavirus pandemic, the government has not identified any travel for this task order, which is subject to change pending the needs of the project.

Other Direct Costs (ODC)

The government will provide funds to purchase a Structured Professional Judgment and corresponding training in support of Sub-task 19.

Period of Performance

The period of performance for this task order shall be 12 months from the date of the contract award.

"NITTF #2 – The Threat Lab, Certification & Professional Development"
CONTRACT NUMBER: GS09Q16BHD0002
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Amendment 1, Q&A

Task 39.2: One-Day Virtual Student Conference

1. Are there particular topics for this conference or anything related to the awareness of the counter-insider threat mission space? The government will create a planning committee for this virtual conference to determine whether or not a specific theme is of interest to our sponsors.
2. If we include AdWords and paid media opportunities as part of the ODC budget, will the ODC NTE be increased? The Threat Lab does not intend to include paid media opportunities. The government will work through government public affairs channels and professional networks to advertise this and other events.

Task 39.3: Insider Threat Studies Graduate Certificate – 4 Elective Courses

1. Will the course need to go through an accreditation process before being taught? If so, who will be the accreditor? No. These are pilot courses.

Task 39.8: Insider Threat Analyst Basic Tradecraft Primer

1. Both task 39.7 and 39.8 say: The contractor shall identify SMEs, schedule interviews, and conduct interviews telephonically. The contractor shall produce field notes within three days of the each interview. At least two members of the contracting team shall produce a content analysis of the SME field notes. Can the Government confirm these paragraphs belong in both 39.7 and 39.8? The government included these paragraphs to ensure resources would be available if the contractor chose to interview people with expertise in analytical tradecraft and analyst professionalization. If the contractor plans to bring this expertise on-board through a partnership with a sub-contractor or can verify in some other way that this specific expertise exists on the project team, these interviews may not be necessary.
2. Both task 39.7 and 39.8 mention: Professionalization Roadmap deliverable. Can the Government confirm this deliverable belongs in both 39.7 and 39.8? This deliverable should not have been listed on TO39.8. This was an error and should be replaced with "Tradecraft Primer".
3. Will the contractor be responsible for working with the U.S. Government to publish the tradecraft primer? The contractor is responsible for producing a tradecraft primer that can be electronically delivered as-is to an audience selected by the government.

Task 39.9: Concerning Conduct Web Application for Supervisors

1. Does the Government have preference on where the Web Application will be hosted after the pilot? The current expectation is that the final product will be hosted on the CDSE or similar government web site.

Task 39.10-14

1. For the Toolkits (TO39.10-39.14), will the Government agree to stagger the timeline by approx. 2 months to extend throughout the entire 12 month PoP? (e.g. 39.10 runs 10/1/20-3/31/20, 39.11 runs 12/01/20-5/31/21, etc.)? Yes.

Task 39.15: IMSO Basic Threat Assessment Course

1. This description states 8 hour CBT, however the deliverable requires to teach two courses. Is this truly a full CBT course or an Instructor Lead Training (ILT) course with 8 hours' worth of content to include CBT, comprehensive agenda, learning objectives, detailed instructor notes, readings, and exercises? This language is per the sponsor and is intended to convey the fact that it will be an instructor-led training course delivered over a computer rather than in person.

Task 39.16: Basic Threat Assessment Train-the-Trainer Course (40 hours)

1. Can the Government confirm the expectation for a 40 hour-train-the trainer course? Typical train the trainer courses are no more than 2-3 days. This sub-task was designed to complement TO37.3, which is a 40-hour course. If it only will take an instructor 2-3 days to teach people how to teach the material produced for TO37.3, that's just fine.

Task 39.17: Workshop on the Future of Insider Threat

1. The PWS specifies "courses", is the intent to have different tracks within the workshop?

This deliverable should not have included the word "courses." This was an error and should be replaced with "workshop".

2. If we include AdWords and paid media opportunities as part of the ODC budget, will the ODC NTE be increased? See above

Task 39.18

1. TO 39.18 seems to refer to additional artifacts like those defined in Tasks 39.10-14. Would these 11 artifacts be additional artifacts related to those toolkits, or might these artifacts be produced to augment other tasks in TO39? The contractor is free to design artifacts that complement those that have been previously created for The Threat Lab on any task order, or they may produce unique artifacts.

Task 39.19: Structured Professional Judgment (SPJ) Tool Evaluation

1. This task appears to be the same as one included in Performance Work Statement (Task 40.21: Structured Professional Judgment (SPJ) Tool Evaluation). Does the Government

intend to include this task in this Task Order? Yes. TO40.21 is designed to be executed in FY22 (note the start date is 12.5 months after the period of performance begins) while TO39.19 is to be done in FY21.

Task 39.20: Strategic Communication & Outreach

1. If we include AdWords and paid media opportunities as part of the ODC budget, will the ODC NTE be increased? See above

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MCLEAN, VA 221027508
United States
(703) 205-3100

8. TYPE OF ORDER
B. DELIVERY

REFERENCE YOUR

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.

C. MODIFICATION NO.
P00000
TYPE OF MODIFICATION:

AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
[redacted]

9B. CHECK, IF APPROP WITHHOLD
20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10A. CLASSIFICATION
Contracts and Grants

10B. TYPE OF BUSINESS ORGANIZATION
C. Corporation

11. ISSUING OFFICE *(Address, zip code, and telephone no.)*
GSA Region 09
Rebecca A Longo
333 W Broadway Suite 950
SAN DIEGO, CA 92101-0000
United States
(619) 557-5118

12. REMITTANCE ADDRESS *(MANDATORY)*
NORTHROP GRUMMAN SYSTEMS CORPORATION
P.O. BOX 88830
CHICAGO,IL 60695-1830
United States

13. SHIP TO *(Consignee address, zip code and telephone no.)*
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States
831-583-2851

14. PLACE OF INSPECTION AND ACCEPTANCE
David A Richmond
DoD Center Monterey Bay
400 Gigling Rd
Seaside, CA 93955-6771
United States

15. REQUISITION OFFICE *(Name, symbol and telephone no.)*
Gary R Hall
GSA Region 09
50 UNITED NATIONS PLZ
SAN FRANCISCO, CA 94102-4912
United States
415-436-8758

16. F.O.B. POINT	17. GOVERNMENT B/L NO.	18. DELIVERY F.O.B. POINT ON OR BEFORE	19. PAYMENT/DISCOUNT TERMS
Destination		09/23/2021	NET 30 DAYS / 0.00 % 0 DAYS / 0.00 % 0 DAYS

20. SCHEDULE

1. Client Order ID (COI): ID09200092

2. Task Order 40: The Office of People Analytics' Defense Personnel and Security Research Center (PERSEREC) requires support for NITTF #3 – The Threat Lab. Northrup Grumman's technical and price quotation dated September 21, 2020 in conjunction with terms and conditions of GSA Contract GS09Q16BHD0002 are hereby incorporated into this task order by reference with full force and effect as full text along with any clarifications and or quotation validations. All work shall be performed in conjunction with the aforementioned technical quotation and Government provided Performance Work Statement (PWS).

This Task Order is Time and Material Labor (0001) and Firm Fixed Price Labor (0002). T&M Labor CLIN 0001, Other Direct Costs CLIN 0003, and Travel CLIN 0004, will be billed monthly, as incurred. Firm Fixed Price Labor CLIN 0002 to be billed in equal monthly installments.

3. Period of Performance: September 25, 2020-September 24, 2022

4. Pricing Schedule and Contract Line Item Number (CLIN) Structure:

CLIN 0001: Labor Support
CLIN Type: Time and Material
Total Amount: NTE Ceiling [redacted]
Funded

CLIN 0002: Labor Support
CLIN Type: Firm Fixed Price
Total Amount: [redacted]
Funded

CLIN 0003: Other Direct Costs
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded

CLIN 0004: Travel
CLIN Type: COST
Total Amount: NTE Ceiling [redacted]
Funded (requires prior approval of the COR)

5. Invoicing: The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order and attach a copy of invoice, monthly status report(s) with all required back-up documentation as applicable. The contractor shall NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).

Invoices must include the COI number and the Accounting Control Transaction (ACT) number listed in Block 4 of this GSA Form 300 for proper identification. Failure to include this information may result in invoice rejection. The contractor will be required to resubmit rejected invoices, which may cause a delay in processing payments. The responsible contractor must submit all invoices in the ASSIST portal for review before a payment can be approved by the responsible Government agent. Failure to comply with these requirements will deem the Invoice invalid and the invoice will be rejected. Any submitted invoice(s) must match the information currently found within the System for Award Management (SAM) website. Contractors are encouraged to verify their current registration information at https://www.sam.gov prior to preparing and submitting invoices to avoid unnecessary invoice processing delays or invoice rejects.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Labor Support - Time and Material	1	lot	[redacted]	[redacted]
0002	Labor Support - Firm Fixed Price	1	lot	[redacted]	[redacted]
0003	Other Direct Costs	1	lot	[redacted]	[redacted]
0004	Travel	1	lot	[redacted]	[redacted]

21. RECEIVING OFFICE *(Name, symbol and telephone no.)*
Office of People Analytics, 831-583-2400

TOTAL From 300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL $8,306,021.53

24. MAIL INVOICE TO: *(Include zip code)*

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
GSA Finance Customer Support

25B. TELEPHONE NO.
816-926-7287

26A. NAME OF CONTRACTING/ORDERING OFFICER *(Type)*
Rebecca A Longo

26B. TELEPHONE NO.
(619) 557-5118

26C. SIGNATURE
Rebecca A Longo 09/24/2020

order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).		
GENERAL SERVICES ADMINISTRATION	**1. PAYING OFFICE**	**GSA** FORM **300** (REV. 2-93)

GS09Q16BHD0002 – ID09200092 - NITTF #3 – The Threat Lab
Task Order 40
Request for Proposal

Date: September 2, 2020

Response Request by: NLT September 16, 2020

To: Northrop Grumman Systems Corporation (NGSC)

From: Rebecca Longo, Contracting Officer

Subject: Request for Proposal

Project Title: ID09200092 - **NITTF #3 – The Threat Lab, Innovation**

Ref: Contract GS09Q16BHD0002

OVERVIEW:
The Office of People Analytics (OPA) Defense Personnel and Security Research Center (PERSEREC), PERSEREC established The Threat Lab in 2018 to integrate the social and behavioral sciences into DoD's counter-insider threat mission space. The Threat Lab requires assistance with a variety of tasks identified by the National Insider Threat Task Force (NITTF) as critical to the mission..

PERIOD OF PERFORMANCE:
The period of performance is twenty-four months for this non-severable order.

TASK ORDER TYPE
The task order shall be time & material with a NTE amount of $8,306,021.53. This amount includes a NTE amount of $105,000 for other direct costs and a NTE amount of $61,600.00 for travel.

RFP SUBMITTAL:
The Offer must be submitted electronically through GSA ITSS system as well as via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at garyr.hall@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

In accordance with Contract GS09Q16BHD0002, Section G.9 – Task Order Proposals, The proposal shall include:

(1) A narrative description of the Contractor's understanding of the activities required to satisfy the requirement

(2) A narrative description of the Contractor's proposed solution - plans for performance, technical approach, any problem areas, and assumptions, if applicable.
(3) Definition of milestones, deliverables, and schedules, as appropriate.
(4) A detailed schedule with the estimated labor hours, labor rates, and identification of the skill descriptions of the personnel necessary to perform the task
(5) A staffing schedule and the names and resumes of the key personnel (as defined in clause H.12) to be assigned to the task order. Resumes will only be required for key personnel not included in the master contract proposal.
(6) A detailed definition of the supplemental resources required for performance, to be provided by the Government or on a reimbursable basis by the Contractor.
(7) Any subcontracting or consultants required.
(8) Task cost or price proposal in accordance with the requirements of the PWS.
(9) Travel - A detailed definition of travel to be performed, including schedule, mode of transportation, locations, duration, personnel involved and purpose for each trip.

All costs associated with the development, presentation and negotiation of the Contractor's proposal will be at the Contractor's expense. It is the Government's intent to issue orders for all proposals submitted, however circumstances may arise that will prevent the Government from issuing an order, i.e., funding issues, or the effort may no longer be required.

BASIS OF AWARD:
In accordance with Section G.9.1, the following apply:

(a) Based upon the contents of the Contractor's proposal, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule, or the deliverables to be provided in the task order.

(b) Negotiation will take place at a time and place designated by the Government (possibly by telephone). The skills, specific education/experience of personnel, estimated hours, and other direct costs will be negotiated on each task order. The Government reserves the right to require specific experience and/or educational requirements in order to meet the requirements of the individual task order. Within two (2) business days following negotiations, the Contractor shall submit a finalized proposal reflecting the results of the negotiations. A task order may be issued without negotiations based on the acceptability of the task proposal.

(c) Upon the conclusion of all negotiations and evaluation of task proposals, the Contracting Officer will issue a task order. The order(s) will reference both the PWS and the Contractor's proposal and must be executed by the Contracting Officer before

work may commence. Upon signature of the Contracting Officer, each task order is considered fully executed, binding, and ready for implementation. Each task order will be forwarded to the Contractor (generally by e- mail and/or facsimile, followed by regular mail).

(d) Following execution of the task order, technical clarifications may be issued in writing at any time by the COR to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the task order which will impact the cost, schedule, or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer. The modification/change shall be formalized by issuance of a written modification to the task order, and the contract modified, if applicable. No changes may take place without written approval of the Contracting Officer. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.

(e) Task orders may be placed during the period of performance of the contract, as identified in Section F.4. Labor rates applicable to hours expended in performance of an order will be the contract rates that are in effect at the time the task order is executed. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

(f) All provisions of this contract will apply to each task order executed. The following specific conditions will also apply:

(1) All task orders must be accounted for separately. They will ordinarily be of a completion type unless they are for services, which cannot with certainty be estimated before award. In those cases, professional staff hours to be furnished will be set forth with not-to-exceed ceilings specified.
(2) In order to accommodate urgent program requirements, the Contracting Officer may give the Contractor oral, facsimile or written notice to proceed on a specific requirement in advance of issuing a formal task order. Any such orders will be followed by a written task order as soon as practicable.
(3) Work on task orders shall commence no later than seven (7) calendar days from the task order issuance date or a mutually agreed upon date.

The Offeror’s price proposal will not be rated. However, the Government shall evaluate the Offeror’s proposed price to ensure that the offered price is fair, reasonable and realistic for the project. The offeror shall submit a price proposal which is fair, reasonable and realistic and clearly contains all of the price elements identified in the RFP. Prices that are excessively high or low may be considered unrealistic, and may receive no further consideration.

OTHER INFORMATION:

The Offeror is instructed to submit by September 8, 2020 any/all questions in writing via email to Rebecca Longo at Rebecca.Longo@gsa.gov and Gary Hall at garyr.hall@gsa.gov. The Offer must be valid for at least 90 days from date of submission.

Please do not contact the client representative at the Office of People Analytics (OPA) regarding any questions pertaining to this RFP.

FAR 52.222-17 - Nondisplacement of Qualified Workers and FAR 52.227-18 - Rights in Data - Existing Works apply to this task order. These clauses may be viewed in full text http://farsite.hill.af.mil.

Please ensure that your firm's registration on the System for Award Management http://www.sam.gov/ is accurate and current.

Thank you in advance for your interest in supporting this effort for the Office of People Analytics (OPA). We look forward to reviewing your offer.

Rebecca Longo
Sr. Contracting Officer
Contracting Division
Federal Acquisition Service
General Services Administration

Attachment:
Performance Work Statement

NITTF #3 – The Threat Lab FY20, Innovation
ID09200092, Task Order 40
Performance Work Statement

PERSEREC established The Threat Lab in 2018 to integrate the social and behavioral sciences into DoD's counter-insider threat mission space. The Threat Lab requires assistance with a variety of tasks identified by the National Insider Threat Task Force (NITTF) as critical to the mission.

Task 40.1: Insider Threat Studies Graduate Certificate – 4 Elective Courses

The contractor shall…

Design four (4), 10-week synchronous courses that are exportable for an insider threat studies graduate-level certificate. The four courses shall not duplicate courses previously designed by The Threat Lab or CDSE. Each course shall include, at a minimum, a comprehensive syllabus, material requirements (*e.g.*, books, articles), in-depth weekly lesson plans, one writing assignment, and one examination. With the government's approval, the contractor may collaborate with a specific college/university to tailor the courses to the school's needs, or the contractor may deliver general courses suitable for export upon future request.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Four Courses	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.2: Insider Threat Studies Graduate Certificate – Pilot 2 Courses

The contractor shall…

Pilot two (2) of the insider threat studies courses created by The Threat Lab. In Week 10 of each course, the contractor shall collect feedback from the students about the course material, instructor, and delivery platform. Upon completion of each pilot, the contractor shall make changes and improvements to the course materials based on student feedback and the instructor's experience.

The government will lead the outreach and recruitment efforts to identify and register up to 20 people for each course; the contractor shall assist with recruitment upon request. Individuals who hold either of the two OUSD(I&S) insider threat certifications will be prioritized for registration.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Pilot Two Courses	Within 24 months of start of PoP
Deliverable 3: Update Course Materials	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. The contractor(s) selected to teach the courses shall meet the following requirements:

- A demonstrated expertise in the course topic, either through accredited education and/or experience in the relevant field(s);
- Prior teaching experience in a university, government, and/or private sector setting;
- Excellent written and verbal communication skills; and
- A demonstrated understanding of the DoD population through work experience directly supporting the military or DoD civilian population.

Task 40.3: Artifact Gamification

The contractor shall…

Transform a previously-created, two-dimensional artifact created by The Threat Lab into a realistic, multi-dimensional online game or simulation. The purpose of the sub-task is to enhance and diversify The Threat Lab's portfolio and the NCSC/National Insider Threat Task Force's reputation as a source of multi-media research and learning resources.

The contractor shall suggest at least three (3) previously-created artifacts to the government that would be appropriate for gamification. Upon government approval of the foundational artifact, the contractor shall provide the government with at least two options for the "look and feel" of the game. Upon approval, the contractor shall write any required script/storyboard and present at least one complete draft to the government for review and revision.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 3 months of start of PoP
Deliverable 2: Online Game/Simulation	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.4: Evolve *Deadlines & Deliverables*

The contractor shall…

Transform the collaborative card game, *Deadlines & Deliverables*, created in fulfillment of the deliverable for Task Order 19, Sub-task 1, into a realistic, multi-dimensional online game. The purpose of the sub-task is to enhance and diversify the NCSC/National Insider Threat Task Force's and The Threat Lab's portfolios and reputations as sources of multi-media research and learning resources.

The game shall allow users on separate devices to play with one another while geographically separated as long as they are able to access the game's host website. The virtual format of the game shall allow players to experience the game as if they are sitting at a table and engaging with co-workers, just as they would for the physical format of the game. Rules shall be hard coded to prevent user error.

The online game shall keep the original structure of play, the ruleset, the unique cards and decks, instruction manual, and instructional video, while adding functionality to simulate an in-person game. Additional features may include, but not be limited to: tool tips that appear when a player hovers over a card, turn tracker to help players keep track of game progress, links to external resources related to resilience, and a chat box.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 1 month of start of PoP
Deliverable 2: *Deadlines & Deliverables* Online Game	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.5: Evolve *Dangerous Disclosure*

The contractor shall…

Transform the graphic novel, *Dangerous Disclosure*, created in fulfillment of the deliverable for Task Order 18, Sub-task 2, into a video. The purpose of the sub-task is to enhance and diversify NCSC/National Insider Threat Task Force's and The Threat Lab's portfolios and reputations as sources of multi-media research and learning resources.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: *Deadlines & Deliverables* Video	Within 6 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.6: Insider Threat Ecosystem, Version 1

Task Order 37, Sub-task 6 requires the contractor to establish material to document, institutionalize, and implement a comprehensive ecosystem model (hereinafter, "Version 2") of insider risk management. This material includes documentation of the critical nodes (*i.e.*, areas of knowledge that influence insider risk and threat), a corresponding Implementation Plan, and an Assessment Protocol. This model has been the subject of much discussion within OUSD(I&S) but has not been documented or reviewed. The purpose of this sub-task is to develop the foundational knowledge, identify a sub-set of critical nodes, create a template for deployment, and develop packages of best practices and training materials for up to four (4) critical nodes.

The contractor shall…

- Identify at least four (4) critical nodes (*e.g.*, organizational trust, mental health, cognitive immunity, work-life balance) that organizations must address in order to create a comprehensive Counter-Insider Threat Program. These nodes shall be derived from a literature review, policy review, and SME interviews with personnel from a variety of organizations, to include OUSD(I&S) and NITTF.
- Design an Implementation Plan and Assessment Protocol to accompany the critical nodes. This Implementation Plan shall lay out the steps an organization must follow to address each node. The Assessment Protocol shall measure agencies' progress toward a comprehensive Counter-Insider Threat Program.
- Develop packages of best practices, pre-existing training materials, and two (2) newly-created artifacts for each of the critical nodes selected for inclusion in this sub-task.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Identify Ecosystem Nodes	Within 4 months of start of PoP
Deliverable 3: Implementation Plan	Within 12 months of start of PoP
Deliverable 4: Assessment Protocol	Within 12 months of start of PoP
Deliverable 5: Packages	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.7: Leveraging Natural Language Processing (NLP) to Identify Potential Insider Threat Risk

The contractor shall…

Assess the feasibility of obtaining performance appraisal information for a sample of government personnel and the potential value of conducting NLP on the unstructured text within the appraisals to identify employees who may pose a risk to the organization. This project shall explore both the processes involved in obtaining performance appraisal information and whether this information substantially improve the government's ability to prevent insider threat incidents.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Research Note (FOUO)	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.8: Prevention, Assistance, & Response (PAR) Tabletop Exercises

The contractor shall…

Conduct four (4) PAR tabletop exercises using the manual that was designed and delivered in fulfillment of the deliverable for Task Order 12, Sub-task 4. The purpose of these tabletop exercises is to highlight: current PAR capabilities and shortcomings; reachback capabilities; and potential linkages into the processes and systems for government agencies and the Defense Insider Threat Management and Analysis Center (DITMAC).

In cooperation with the government, the contractor shall select and recruit four (4) installations/agencies that did not participate in Task Order 12. Upon selection and successful recruitment, the contractor shall schedule and facilitate the exercises either virtually or in-person. The contractor shall produce an after-action Research Note, designated For Official Use Only (FOUO), for each of the four (4) exercises, which shall be submitted back to the participating installation/agency and to the government. Each after-action Research Note shall not exceed 20 single-sided pages (10 double-sided pages).

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 weeks of start of PoP
Deliverable 2: Research Notes (4)	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.9: FY22 Strategic Communication

The objective of this task is to provide continued outreach and engagement support services to NCSC/National Insider Threat Task Force and The Threat Lab.

The contractor shall…

Sub-Task 40.9.1: *The BLUF*, The Threat Lab's Monthly Newsletter

Design and publish 11 issues of a professional-quality, printable monthly unclassified one-page (1) newsletter (hereinafter, "BLUF") targeted toward the global counter-insider threat community. The NCSC/National Insider Threat Task Force will select a theme for each BLUF and the contractor shall provide at least three (3) artifacts related to that theme (*e.g.*, webinar, journal article, podcast, book, etc.) to the government for potential inclusion in the BLUF. The BLUF shall be delivered as a PDF for 11 months, from October 2021 through August 2022. The BLUF shall not be published in September 2022.

Sub-Task 40.9.2: FY22 Capabilities Slide Deck

Update the FY21 Capabilities Slide Deck for FY22. This Capabilities Slide Deck shall be a professional-quality marketing document that can be distributed either electronically or physically, and shall be delivered as a PowerPoint slide deck. The government will provide the source material in the form of an unformatted, black-and-white, text-only PowerPoint slide deck. The FY22 Capabilities slide deck shall be 15 and 20 slides in length, single-sided, and shall be delivered as a PDF.

Sub-Task 40.9.3: Capabilities Materials (2)

Update The Threat Lab's supplementary capabilities materials. The Threat Lab's Capabilities Brochure shall be one (1) page in length, double-sided (2 single pages), and The Threat Lab's Fact Sheet shall be one (1) page in length, single-sided (1 single page). The source material for these materials shall be derived from the FY22 Capabilities Slide Deck created in fulfilment of Sub-task 40.8.4. The final materials shall be delivered as PDFs for electronic distribution and in hard copy for in-person distribution. The number of professionally printed materials delivered to the government shall be determined by mutual agreement.

Sub-Task 40.9.4: Attend Briefings & Meetings

Attend in-person and telephonic Threat Lab briefings and stakeholder meetings with or without the government. The contractor shall provide detailed meeting notes within three (3) days of the meeting date or the date when the contractor returns to his/her regular work site after long-distance travel that requires a hotel stay, whichever is later.

Deliverables

All materials/deliverables from this effort are the property of the US government and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: FY22 BLUF	Monthly, Due on the first Friday of every month
Deliverable 3: FY22 Capabilities Slide Deck	Within 14 months of start of PoP
Deliverable 4: Supplementary Capabilities Materials	Within 14 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.10: Graphic Novel #3

The contractor shall…

Write and illustrate an unclassified, print-on-demand, full-color graphic novel that is between 5 and 10 double-sided pages (10-20 single-sided pages). The contractor shall present the government with at least three potential themes for the graphic novel for consideration. Upon government approval of the theme, the contractor shall write the script for the graphic novel and present at least one complete draft of the text to the government for review and revision. Prior to beginning the illustrations, the contractor shall provide the government with at least two options for the "look and feel" of the graphic novel. Upon approval, the contractor shall provide at least one complete draft of the graphic novel to the government for review and revision.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Graphic Novel #3	Within 18 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.11: In Retrospect Video Case Study Series

The contractor shall…

Produce three (3) insider threat video case studies intended as training aids. The target audience for these case studies may vary by video but may include the interviewee's home agencies, the DoD Counter-Insider Threat Program, and the NITTF. Each video case study focuses on one person who recounts his/her firsthand experience with an insider threat case (as an analyst, investigator, coworker, supervisor, etc.), and is designed to be presented and discussed in no more than one (1) hour.

The contracting staff shall collaborate with the government to identify one (1) subject per video case study. The contracting staff shall record source material with each subject. The final deliverable shall be no more than 15 minutes in length, and shall be professionally recorded and edited. The final video shall be delivered as a .mov file that meets all of PERSEREC's technical requirements.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Video Case Study #1	Within 24 months of start of PoP
Deliverable 3: Video Case Study #2	Within 24 months of start of PoP
Deliverable 4: Video Case Study #3	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.12: InsiderThreat.Gov Website – Development & Maintenance

The contractor shall…

Design a professional, public-facing website for the previously-acquired domain, www.InsiderThreat.gov. The website shall serve as a one-stop shop for the counter-insider threat community of practice, and shall have at least six tabs: Home, Professionalization, Education, Research, Training, and Partners. The website also shall have a Search bar and links to any active insider threat-related social media accounts managed by the federal government.

Prior to writing the content, the contractor shall present the government with at least three (3) options for the "look and feel" of the website. Upon approval, the contractor shall provide at least one (1) complete draft of the website content to the government for review and revision.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: InsiderThreat.gov Website	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.13: C-InT SBS Summit 2022

The contractor shall…

Plan, execute, and report on a virtual 2022 Counter-Insider Threat Social & Behavioral Science Summit (hereinafter, "Summit") to be held in September 2022. This Summit represents NCSC/National Insider Threat Task Force's and The Threat Lab's official contribution to National Insider Threat Awareness Month (NITAM). The outcome of the Summit will be an online, publicly accessible body of knowledge centered on a theme selected by NITAM organizers.

Planning: The contracting team shall develop a working outline and timeline to ensure the Summit is executed efficiently.

Speakers & Agenda: With the assistance of the government, the contractor shall identify and recruit speakers for the Summit. Once the government approves of the speakers, the contractor shall create up to 20 hours of speaker presentation content for the Summit. Presentation content shall consist of a video of the speaker and accompanying slides. Speakers will create their own slides, which will be bookended by templated material that the contractor shall create and submit to the government for approval. The contractor shall draft recruitment emails and other promotional materials, and create the content release agenda.

Summit Artifacts: The contractor shall assist the government with identifying and collecting artifacts related to the Summit theme. Artifacts may consist of publicly accessible, open source content such as videos, reports, articles, and podcasts. The contractor shall collect both internal (*e.g.*, Threat Lab, PERSEREC) materials available for public release and external artifacts for the Summit. The government is responsible for the final decision as to which artifacts will be included in the Summit.

Summit Logo: The government will provide the contractor with the theme for the 2022 Summit. The contractor shall present the government with at least three (3) options for a Summit logo. The government will select the final logo and the contractor shall use the approved logo design in marketing material, website design, and other Summit materials.

Summit Marketing: With the assistance of the government, the contractor shall invite international and domestic government, academic, and industrial personnel to visit the Summit website. In addition to an initial invitation email, the contractor shall follow up with periodic reminders to maximize site visitation.

Website Development and Maintenance: The contractor shall build the 2022 Summit website on the pre-existing 2021 Summit website. The contractor shall confirm that the previously-purchased website, www.sbssummit.com, provides secure connections with online users. The website shall include all of the artifacts selected for inclusion. The contractor shall update the website on a continual basis or as required by the government through the period of performance.

Summit Staff & Support: The contractor shall provide personnel to update the website every business day during the Summit. Additionally, the contractor shall troubleshoot all Summit-related issues and collect information about website reach using analytics. Examples of collected information include: how many times the page is visited and how many times each link is clicked.

Post-Summit Summary: The contracting team shall provide a post-Summit report that identifies and summarizes performance metrics throughout the Summit. The report shall be delivered as a slide deck. The slide deck shall include the most highly visited days and topics, as well as a summary of all interactive website submissions. Interactive website submissions include any interactive forum posting, submitted answers to questions posed by the website host, and any other interactive material designed for the website.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: SBS Summit 2022	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government’s concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.14: Threat Lab Annual Online Journal

The contractor shall…

Publish the annual online unclassified, peer-reviewed journal that highlights current social and behavioral science research relevant to the counter-insider threat mission space. The final journal shall be delivered as a PDF. The annual online unclassified journal will support the NCSC/National Insider Threat Task Force's mission and feature NCSC/National Insider Threat Task Force's sponsorship of the journal.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Journal	Within 20 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.15: Threat Lab Program Evaluation & Needs Assessment

The contractor shall…

- Evaluate the effectiveness and efficiency to date of The Threat Lab's research, education, and outreach efforts against the goals identified in its Strategic Capabilities Briefing;
- Evaluate the utility of The Threat Lab's artifacts;
- Identify research, education, and outreach needs within the counter-insider threat community of practice; and
- Recommend steps to meet community needs, which shall reflect the NCSC/National Insider Threat Task Force's mission and its sponsorship.

This sub-task shall result in a Management Report and a slide deck that shall be briefed to the Director of Research, DoD Counter-Insider Threat Program and the Director, DoD Counter-Insider Threat Program. The government may invite additional people to attend the briefing.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Management Report	Within 24 months of start of PoP
Deliverable 3: Briefing	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.16: Workplace Violence Prevention & Mitigation

The contractor shall…

Design and deliver a toolkit to help prevent, identify, and mitigate workplace violence leveraging applicable public school best practices such as those developed in Task Order 23. This toolkit will help improve workplace violence threat identification, management, and post-incident response.

This toolkit shall include, at a minimum, a 1) Research Note that documents why and how the toolkit was created and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an instructional video, an electronic desk reference, and/or a webinar.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 3 weeks of start of PoP
Deliverable 2: Research Note	Within 8 months of start of PoP
Deliverable 3: Artifact(s)	Within 8 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.17: Mitigating Anonymity to Reduce Risk of Violence

Research into school shootings has shown a significant relationship between the size of school enrollment, student/teacher ratios, and the risk of violence by individuals transferring from smaller schools. It is hypothesized that a heightened sense of anonymity within larger schools may increase the likelihood of violence. The purpose of this sub-task is to determine whether or not these empirical conclusions translate to a workplace setting.

The contractor shall…

Design and conduct a study to assess the degree to which the size of the workforce, organizational structure, and supervisory oversight at facilities or installations increases the risk for workplace violence and aggression at those facilities or installations. The contractor shall identify risk factors and mitigation factors associated with transfers to larger installations or facilities.

This sub-task shall include, at a minimum, a 1) Research Note that documents why and how the study was conducted, study findings and implications for managing the risk of violence, and 2) an artifact that transmits best practices to the intended audience. Possible artifacts include, but are not limited to, an infographic, poster, and/or a webinar.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 4 weeks of start of PoP
Deliverable 2: Research Note	Within 11 months of start of PoP
Deliverable 3: Artifact(s)	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.18: Tattoo Recognition Training

The contractor shall…

Produce an unclassified one (1)-hour computer-based training (CBT) on tattoo recognition specifically targeting symbols, icons, and characters used by extremist groups and criminal street gangs. The training audience includes insider threat hub analysts, personnel security professionals, and military recruiters.

With the assistance of the government, the contractor shall consult with the FBI and possibly other non-government sources. If necessary, the course may be classified as For Official Use Only (FOUO). The final product shall include all supporting material. Additionally, the contractor shall produce easy-access material that government employees may reference while performing their job duties.

Once the course has been designed, the contractor shall pilot the course virtually at least twice during the period of performance. Each session shall include at least 20 participants. The contractor shall evaluate the feedback from participants and make necessary adjustments to the training. The government will lead the outreach and recruitment efforts to identify and register people for testing; the contractor shall assist with recruitment upon request.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Draft tattoo training	Within 7 months of start of PoP
Deliverable 3: Training evaluation	Within 11 months of start of PoP
Deliverable 4: Final training program	Within 12 months of start of PoP
Deliverable 5: Desk reference materials	Within 12 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task who has a Top Secret national security clearance. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

All contractor personnel, except the administrative support staff, shall possess the following qualifications:

- Excellent verbal and written communication skills;

- Experience developing training programs; and
- Be adept in principles of project management.

Task 40.19: Racially or Ethnically Motivated Violent Extremist Training

The contractor shall…

Produce an unclassified CBT on racially or ethnically motivated violent extremists (RMVE). With the assistance of the government, the contractor shall work with the FBI to modify its classified RMVE training for an unclassified environment. This training covers mobilization (*i.e.*, observable behaviors that may suggest individuals or groups are preparing for violent extremist activities), communication (*e.g.*, social media), and risk factors (*e.g.*, history of violence, social isolation, and access to weapons). Although the depth of this training is designed for the law enforcement and intelligence communities, the training shall be modified for the counter-insider threat community of practice, military recruiting, and personnel security. If necessary, the course may be classified as For Official Use Only (FOUO). The final product shall include all supporting materials.

Once the course has been designed, the contractor shall pilot the course virtually at least twice during the period of performance. Each session shall include at least 20 participants. The contractor shall evaluate the feedback from participants and make necessary adjustments to the training. The government will lead the outreach and recruitment efforts to identify and register people for testing; the contractor shall assist with recruitment upon request.

Deliverables

All materials/deliverables from this effort are the property of the NCSC/National Insider Threat Task Force and the Threat Lab. The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 2 weeks of start of PoP
Deliverable 2: Draft RMVE training	Within 3 months of start of PoP
Deliverable 3: Training evaluation	Within 6 months of start of PoP
Deliverable 4: Final RMVE training program	Within 9 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. It is anticipated that 50% of the contractor personnel work will be performed in DoD Center, Seaside, CA.

All contractor personnel, except the administrative support staff, shall possess the following qualifications:

- Top Secret national security clearance;
- Excellent verbal and written communication skills;
- Experience developing training programs;
- Be adept in principles of project management; and
- Preferably possess extensive knowledge of domestic extremism including white nationalist, white supremacy, and alt-right groups.

Task 40.20: 2022 Workshop on the Future of Insider Threat

The contractor shall…

Design and deliver the annual one-day, unclassified, interactive, virtual workshop on the future of the counter-insider threat mission space. Priority will be given to presenters from future studies organizations. Presentations shall be live webcasts.

The workshop will be open to the public. The contractor shall lead the outreach and recruitment efforts to identify speakers and register people for the courses; the government will assist upon request.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Workshop	Within 21 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.21: Structured Professional Judgment (SPJ) Tool Evaluation

The contractor shall…

Select, purchase (if required), implement, and evaluate the value-add of at least one (1) SPJ in at least one (1) government Insider Threat Program that has not been evaluated to date. SPJs include, but are not limited to, the WAVR-21, the TRAP-18, and the SARA v3. This sub-task will help to assess the tools that are available to Insider Threat Programs before broad deployment and resource commitment.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Project Schedule	Within 12.5 months of start of PoP
Deliverable 2: Research Note (FOUO)	Within 24 months of start of PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote.

Task 40.22: Strategic Communication & Outreach

The contractor shall…

Identify and execute strategic communication and outreach opportunities in FY22 for The Threat Lab, the DoD Counter-Insider Threat Program, the National Insider Threat Task Force, and partners from the broader counter-insider threat community of practice. This sub-task will help to grow The Threat Lab's presence globally as the hub for insider threat social and behavioral science research. Tasks shall include:

- Identify opportunities to optimize current outlets that are reaching the target audience;
- Determine content and audience accessibility gaps;
- Track and catalogue existing assets, and align these assets to opportunities for plug and play based on timeliness of content in market;
- Identify a group of SMEs who can serve as ambassadors;
- Segment SMEs by strengths (*e.g.*, speaking, writing, media); and
- Solicit and execute opportunities for SMEs to educate, inform, and influence.

Deliverables

The table below lists the project deliverables. The Project Schedule produced for this project shall be an Excel spreadsheet.

DELIVERABLES	TIMELINE
Deliverable 1: Strategic Engagement Calendar	Within 13 months of start of PoP; Update throughout PoP
Deliverable 2: Strategic Engagement Opportunities	At least monthly throughout PoP

Personnel

The contractor shall assign one (1) team leader to this task. The team leader may be located on-site in Seaside, California or, with the government's concurrence, be remote. Additional contracting staff assigned to this task may be on-site or remote. Personnel assigned to this task shall have a minimum of five (5) years of experience in the following:

- Developing, executing, and coordinating effective communications strategies to and between key stakeholders;
- Developing short- and long-term marketing strategies for diverse audiences across multiple media platforms;
- Establishing and attaining tangible goals in support of communications and marketing strategies; and
- Collaborating with internal and external stakeholders to ensure that marketing and communications activities are in line with larger organizational goals.

Project Initiation and Maintenance

All of the deliverables required to fulfill the above-listed tasks and sub-tasks shall be branded as co-products of the NCSC/National Insider Threat Task Force and The Threat Lab, and owned by the US government. When relevant, deliverables shall meet all technical requirements to ensure they may be deployed electronically as-is. Co-sponsors shall be listed on the deliverables, when applicable. The deliverables shall undergo a peer review.

When possible, and with the assistance of the government, the contractor shall ensure that individuals who hold either of the two OUSD(I&S) insider threat certifications may receive professional development units (PDU) for consuming the artifacts or helping to create (*e.g.*, serving as a subject matter expert, reviewing drafts, etc.) the artifacts delivered in fulfillment of the above-listed sub-tasks.

Prior to the period of performance, the government will secure the necessary approvals for the above-listed tasks (*i.e.*, Exemption Request, OMB Fast Track Approval, legal review, as required).

All tasks on this task order shall kick off with a large team meeting led by the government within 5 days of the start of the period of performance. This meeting shall be attended by all project personnel assigned to the sub-tasks included in this task order, to include at least one (1) representative from the contractor's management staff. The purpose of this large group meeting is to discuss the macro-level goals of the task order and how they relate to the NCSC/National Insider Threat Task Force's and The Threat Lab's mission and long-term vision.

During follow-up meetings to the large kick-off meeting, the smaller project teams shall set a schedule of meetings with the individual project directors. Regardless of meeting plans, the contractor shall submit brief weekly updates to the government that include the project status and any action items. The government will provide a template for these weekly updates.

Contractor Travel

The government has identified the following travel for this task, which is subject to change pending the needs of the project.

Number of trips	*Duration*	*Number of People*	*Location*	*Purpose*
4	3 days	3	Varies	Sub-task 8: Tabletop Exercises
3	3 days	1	Varies	Sub-task 9.4: Briefings & Stakeholder Meetings
3	3 days	4	Various	Sub-task 11: Case Study Filming

Other Direct Costs (ODC)

The government will provide funds to purchase the necessary technical, analytic, and printing services in support of Sub-task 3, Sub-task 4, Sub-task 8, Sub-task 9, Sub-task 12, Sub-task 13, and Sub-task 21.

Period of Performance

The period of performance for this task order shall be 24 months, with a 12-month base and one (1) option year.

Critical Performance Elements

The following performance standards and acceptable quality levels shall apply to all tasks on this task order:

Required Services (Tasks)	Performance Standard	Acceptable Level	Surveillance Methods	Incentive (if any)
Deliverables	Deliverables submitted by the due date with no errors	Not more than two deliverables can be submitted to the COR later than required or with errors	Periodic inspection of submission logs and 100% inspection of deliverable.	Past Performance
Monthly Progress Report	Reports completed by the 20th day of the month with no errors	Not more than two failures to comply per quarter.	100% inspection of submission log and report	Past Performance
Technical Needs	Shows understanding of requirements. Efficient and effective in meeting requirements. Meets technical needs and mission requirements. Offers quality services/products	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance
Project Milestones and Schedule	Quick response capability Products completed, reviewed, delivered in timely manner Notifies customer in advance of	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance

	potential problems			
Project Staffing	Currency of expertise. Personnel possess necessary knowledge, skills, and abilities to perform tasks.	Satisfactory or higher	100% of requested contractor support provided by the contractor	Past Performance

NITFF The Threat Lab Innovation FY20
RFP ID09200092 – (TO40) Amendment 1
Questions & Answers

GENERAL

1. There is a Program Management and Administrative Assistance task on TO39 (TO39.1). Is it the expectation that program management be incorporated in each task rather than a project management task such as TO39.1? Yes, the expectation is that program management will be incorporated into every sub-task on TO40.

TO40.1: Insider Threat Studies Graduate Certificate

2. Is it the Government's expectation that the course be submitted to an accreditation process before being taught? If so, does the Government have a preference on the accreditor? No, this is a pilot course. However, we should be in communication with those on the team who are working on the certification accreditation sub-tasks.

TO40.3: Artifact Gamification

3. Our strong recommendation for the infrastructure for the online games is a Gov-Cloud solution (either Azure or AWS). We have extensive experience configuring secure solutions for cloud and will provide the most flexible environment for the needs of these artifacts. This solution supports a scalable multi-player online gaming, and can become the backbone for much of the web-based hosting needs, and blend the costs across different needs. Is the Government amenable to a Gov-Cloud solution for artifact gamification? Yes.

TO40.4: Evolve Deadlines & Deliverables

4. Our strong recommendation for the infrastructure for the online games is a Gov-Cloud solution (either Azure or AWS). We have extensive experience configuring secure solutions for cloud and will provide the most flexible environment for the needs of these artifacts. This solution supports a scalable multi-player online gaming, and can become the backbone for much of the web-based hosting needs, and blend the costs across different needs. Is the Government amenable to a Gov-Cloud solution for artifact gamification? Yes

TO40.5: Evolve Dangerous Disclosure

5. Is the Government's intent to keep the graphic novel style of illustration to create a 'video graphic novel'? If so, would panning and zooming ('Ken Burns Effect' https://en.wikipedia.org/wiki/Ken_Burns_effect) techniques and limited animation (similar to that used in the TO21 video series) be appropriate for this video? The government would like the contractor to make a recommendation as to how best to evolve the graphic novel.

TO40.6: Insider Threat Ecosystem, Version 1

6. In order to align the products developed for this task with the results of TO37.6, we recommend revising the deliverable timeline. Is the Government amenable to this? Yes.
    a. Deliverable 1: Project Schedule – Within ~~2 weeks~~ 6 months of start of PoP
    b. Deliverable 2: Identify Ecosystem Nodes - Within ~~4~~ 8 months of start of PoP
    c. Deliverable 3: Implementation Plan – Within ~~12~~ 18 months of start of PoP
    d. Deliverable 4: Assessment Protocol – Within ~~12~~ 18 months of start of PoP
    e. Deliverable 5: Packages – Within ~~12~~ 18 months of start of PoP

TO40.10: Graphic Novel #3

7. Can the Government clarify / confirm the number of pages for the graphic novel? The 5-10 pages double sided / 10-20 pages single sided is twice as long as the graphic novel produced for TO18.2 and proposed in TO30.2. However, the funding value is similar to TO30.2 product. If the TO40.10 graphic novel page count remains, NG recommends increasing the funding target to accommodate the anticipated level of effort. This was an error. This graphic novel should be the same length as Dangerous Disclosure.

TO40.12: InsiderThreat.Gov Website Development & Maintenance Prior to moving to The Threat Lab, this project has been on contract under CDSE's direction. CDSE obtained the necessary approvals for the .gov website and we will reach out to them to transfer all of the previously-accomplished work.

8. Who registered the InsiderThreat.gov domain name? Will that POC be available to make updates to point the domain to a new server?
9. There is a $400/year fee to register .gov domain names. Is the domain registration being handled separate from this task or will we need to include that cost in ODCs?
10. Does the Government have a preference on where and how the Web Site will be hosted?

TO40.13: C-InT SBS Summit 2022

11. The PoP is anticipated to conclude at the end of September 2022. The 2022 Summit is meant to coincide with National Insider Threat Awareness Month (NITAM) in September and is not expected to end until September 30, 2022, with web analytics unavailable for analysis and write up until early October. Does the Government plan to lengthen the PoP to accommodate these events? If that is possible, yes, the government would like to lengthen the PoP.

TO40.14: Threat Lab Annual Online Journal

12. Is Government open to affiliating the journal with one or more relevant professional behavioral-social science associations? Yes.
13. Any special publication requirements on journal (e.g., translation to one or more selected languages, accessibility)? As this is a new journal, translation services will not be required for the first year. It is important to ensure 508 compliance in line with our other products.

TO40.16: Workplace Violence Prevention & Mitigation Toolkit

What is the Government's expectation regarding the breadth and depth of best practices addressed by the toolkit? Should the toolkit artifact address best practices relevant to all of the following: workplace violence threat identification; workplace violence threat management; and workplace violence post-incident response? Or, may the toolkit address a more targeted set of best practices based on results of the project research and needs of the intended audience? The PWS calls for NG to develop a toolkit based on public school best practices such as those developed in TO 23. The audience for this toolkit will be a broader set of organizations than public schools. The PWS states that the toolkit will "help improve workplace violence threat identification, management, and post-incident response." It is unclear how the contractor would achieve this goal without addressing best practices relevant to all of those topics in the toolkit.

TO40.17: Mitigating Anonymity to Reduce Risk of Violence

1. Are there specific data sources (e.g., DMDC managed databases) the Government thinks can be used and made available to test the hypothesized correlations between organizational size, individual anonymity, and workplace violence outcomes? Yes (e.g., personnel and pay files, DoD budget, DIBRS,DSOS)
2. Is it the Government's expectation that the project include research to identify the government data sources with the highest potential for accurately testing the hypothesis? Yes

TO40.18: Tattoo Recognition Training

3. The proposed work scope states: "Once the course has been designed, the contractor shall pilot the course virtually at least twice during the period of performance. Each session shall include at least 20 participants."

   NG interprets this as holding two live sessions for 20 participants to participate in a computer-based training. Typically, user testing is conducted 1-1 to maximize data on user impressions: one user tester plus the research team per session. 1-1 user testing is recommended, but 40 total 1-1 user tests will have diminishing returns.

   Is an alternative blended approach that consists of the following, acceptable to the Government? Yes

   a. 4, 1-1 user tests to pilot the first draft of the training
   b. One 2-week period ("session") to collect feedback from SMEs drawn from the target audience (~20 users) from a questionnaire. This will be the training evaluation portion of the project.
   c. Two 1-1 user tests to pilot the final version

TO40.19: Racially or Ethnically Motivated Violent Extremist Training

4. The proposed work scope states: "Once the course has been designed, the contractor shall pilot the course virtually at least twice during the period of performance. Each session shall include at least 20 participants."

   NG interprets this as holding two live sessions for 20 participants to participate in a computer-based training. Typically, user testing is conducted 1-1 to maximize data on user impressions: one user tester plus the research team per session. 1-1 user testing is recommended, but 40 total 1-1 user tests will have diminishing returns.

   Is an alternative blended approach that consists of the following, acceptable to the Government? Yes

   d. 4, 1-1 user tests to pilot the first draft of the training
   e. One 2-week period ("session") to collect feedback from SMEs drawn from the target audience (~20 users) from a questionnaire. This will be the training evaluation portion of the project.
   f. Two 1-1 user tests to pilot the final version

5. The PWS requires all contractor personnel to have a TS national security clearance. As written this includes instructional designers, graphics personnel, user testers and web developers. The Task Lead will have a TS, gain access to the original training, and work with the FBI to adapt or

remove the materials until they are at an unclassified level, at which point the development support staff will only handle the unclassified training materials. Is the government willing to waive this requirement to have ALL contractor personnel have a TS clearance? Yes

6. There are several risks and unknowns in working with the FBI and their information, including a substantial length of time to access and declassify or sanitize the training that, is the Government amenable to delaying the due dates for Deliverables #2 and #3 by 4 months each and extending the due date for Deliverable #4 to 18 months? Yes, provided that we reassess deliverable dates once we receive the necessary information from the FBI. If the FBI is timely in its delivery, I would like to keep the original deliverable dates.

TO40.21: Structured Professional Judgment (SPJ) Tool Evaluation

1. This task appears to be the same as Task 39.19: Structured Professional Judgment (SPJ) Tool Evaluation). Does the Government intend to include the project Task Order as well? This project does not start until 12.5 months into the period of performance, after TO39.19 has ended. It is a new project intended to evaluate a second SPJ tool for our stakeholders.